To our shareholders and investors,

Status of Officers ·····14



# The 22nd Business Report





Chairman

Shiro Murai

Please let me express my utmost gratitude to our shareholders for supporting us.

As we hereby deliver the 22nd Business Report, I would like to convey a few words of greetings.

Looking back on the global economy during the year under review, the United States had a mild recovery chiefly due to increased employment and steady personal consumption. In Europe, the economy picked up in some leading euro-zone countries, but risks of a business downturn remained due to debt and other issues. In Asia, although China enjoyed stable economic expansion owing to a steady increase in consumer spending, the emerging countries mainly in the ASEAN region suffered from currency depreciation, which increased risks of an economic downturn. The Japanese economy showed a gradual recovery overall, as the effect of the Abe administration's economic policies to reverse deflation helped to improve corporate earnings, the employment situation and personal spending.

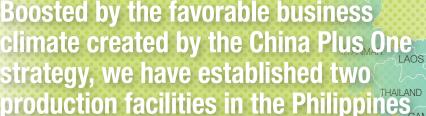
In this economic environment, the Company's business performance for the fiscal year ended December 31, 2013 benefitted from favorable shipments of automotive-related equipment on a global scale and yen depreciation, enabling us to achieve record high net sales and net income.

We launched a new overseas production facility in May 2013 in the Philippines—the starting place of our overseas business operations. Subsequently, in January 2014, we set up a joint venture with a Taiwanese partner to enter a new business field—the mold manufacturing and injection molding business—to better accommodate the diverse needs of our customers. In the Americas, a new factory is under construction in central Mexico, which is planned to start with meeting the demand for automotive-related and industrial equipment in North and South America.

In the current fiscal year, we will continue to seek "Plus One," or higher added value, for our one-stop services through the global networks of procurement, production and distribution, which is our strength, thereby better meeting the needs of our corporate customers.

Finally, I would like to ask our shareholders' continuing support towards the future.

March 2014



Our business operations in the Philippines date back to 1957. In recent years, there has been an increasing sentiment to avoid risks in China, turning the world's attention to the Philippines, where increase rate of wages is low, the labor force is abundant and English is the official language. Japanese and Western companies have been entering the market rapidly, boosting the nation's economy. Taking advantage of this opportunity, we have recently set up two production facilities in the Philippines to further expand our business operations.



# Our long-waited production bases have been established in the nation where we first entered the overseas market.

A favorable investment climate has invited the entry of more and more companies into the market.

The history of SIIX Corporation traces back to when its predecessor began the export of electronic components for radios and television sets to the Philippines in 1957. In 1960, its first overseas liaison office opened in Manila, the capital of the Philippines, which helped to build a strong relationship of trust with local partners, thereby significantly expanding the export of electronic components to the Philippines. While making consistent efforts to promote local production and procurement and expand our networks with local factory operators, we set up a joint venture to produce wire harnesses for automobiles in 1990 and started electronic manufacturing services (EMS) in 1993. We also established SIIX Logistics Phils, Inc. (SLP), as a base for the sales and distribution of electronic components

and devices in 1997 to offer speedy services while carefully accommodating customers' needs.

Because of its stable labor costs and the official language being English, the Philippines has gained growing attention as a candidate nation for the China Plus One strategy—a strategy of having bases of business operations outside China to avoid the risk of over concentrating production facilities in China. Already, some large Japanese-owned manufacturers of printer-related equipment and other products, as well as Western manufacturers of computer peripherals and power source equipment, have decided to enter the Philippine market. This has boosted the market's economy, which is expected to achieve a gross domestic product (GDP) of 6.5%-7.5% in 2014.

In this favorable business climate, we established SIIX EMS PHILIP-PINES, INC. (SEP), our first wholly owned production facility in the Philippines, in May 2013 and SIIX COXON PRECISION PHILS., INC. (SCP), our first joint venture molding facility, in January 2014.

## Special Issue

# Adding mold manufacturing and injection molding to the lineup of EMS services we offer will enable us to meet a broader range of manufacturing needs.

Establishment of the production facilities provides the environment to concentrate on manufacturing.

SEP engages in the board mounting, assembly and processing for electronic devices for industrial and automotive equipment. SEP started its operations by obtaining a factory that had been used for EMS and included a highly skilled workforce. To ensure the best operating environment, all processes of board mounting are conducted in a dust-proof clean room. The production lines are equipped with the most advanced inspection functions. All processes are connected to ensure that any sources of defects can be located.

SCP was born in a joint venture agreement with Coxon Precise Industrial Co., Ltd., a Taiwan-based listed manufacturer of moldings.



#### Masao Okada

Director & Executive Officer General Manager, Osaka Sales Department Procurement & Logistics Department Responsible for operations in the Philippines, South Korea and Taiwan As of January 2014

Mr. Okada expresses his intent to "solidify a stable partnership with companies entering the Philippine market by securing the position of a primary vendor for them."

Utilizing Coxon's structure-forming technology, SCP engages in the molding of plastic parts and manufacturing of molds by introducing molding machines from Japan and mold manufacturing machines from Japan and Europe to ensure the utmost precision. SCP also provides maintenance service for molds to differentiate itself from competitors. The Philippines is the first place among our overseas markets where we conduct mold manufacturing and injection molding operations.

Concentrated in the same region are SEP for board mounting, SCP for mold manufacturing and injection molding and SLP for trading and logistics functions. This enables us to offer one-stop services including just-in-time procurement of parts and materials, local manufacturing of circuit board and swift delivery of finished products to customers that accommodate their needs. In addition, the board mounting and plastics molding capabilities can be optimally combined to meet an extensive range of customer requirements from module production to final assembling. As SLP offers administrative support for general affairs, accounting and personnel, the two production subsidiaries, SEP and SCP, can concentrate on manufacturing.

Name	SIIX Logistics Phils, Inc. (SLP)	SIIX EMS PHILIPPINES, INC. (SEP)	SIIX COXON PRECISION PHILS., INC. (SCP)
Location	Calamba City, Laguna, Philippines (Relocation is planned for April 2014.)	Calamba City, Laguna, Philippines	Calamba City, Laguna, Philippines
Establishment	February 1997	May 2013	January 2014
No. of employees (as of December 31, 2013)	85 (including 4 Japanese)	162 (including 1 Japanese)	120 (planned)
Businesses	Export, import and sales of electronic components and devices	Circuit board mounting, assembly and processing for electronic devices	mold manufacturing and injection molding
Function	Trading and logistics	EMS	mold manufacturing and injection molding
Roles	Procurement of parts and materials, sales and distribution	Concentrated on manufacturing (We will address new business opportunities by combining the conventional technologies of board mounting, assembly and processing with mold manufacturing and injection molding.)	



## Shigeru Ochiai

Managing Director, SIIX Logistics Phils, Inc. Managing Director, SIIX Phils., Inc.

The Philippines was his first overseas assignment. He was reassigned to the Philippines as a general manager responsible for operations there in 2010. He believes in satisfying not only local employees and operators but also their families.

# We make the best use of the group companies to ensure differentiation from competitors.

—Increasing the diversity of the business services we can offer

Including local suppliers, about 10 companies offer EMS in the Philippines. SIIX Corporation has long enjoyed a high reputation for its global procurement of parts and materials, and the establishment of two production facilities in the Philippines enables us to offer comprehensive services by combining the capability of board mounting and assembly for electronic components with molding and mold production technologies.

In addition, SIIX Phils., Inc. has a license to sell products in the Philippines and has engaged in the import and sales of mainly automotive components, furniture and general merchandise for the past 30 years. It also provides the innovative service of coordination for office equipment, including desks, chairs and lockers, to Japanese companies entering the Philippine market.

By making the best use of this network and the capabilities of our Philippine subsidiaries, we will seek thorough differentiation from competitors, thereby expanding businesses with Japanese and Western companies of industrial and automotive equipment, including printer-related equipment and ATMs, and even exploring businesses with local companies based in the Philippines.

# We recruit and train superior human resources from the local labor market.

—Promoting the sharing of Japan's manufacturing technologies with our Philippine subsidiaries

The employees of our Philippine subsidiaries are mostly sourced from the local labor market. The Philippines enjoys the highest birthrate in Asia at 3.23 and its population has exceeded 90.00 million. The nation also has an abundant young labor force, and its working population is growing larger and larger. Therefore, it is not difficult to obtain human resources in the Philippines, but it is getting increasingly difficult to secure highly skilled engineers.

At SEP, to reinforce the manufacturing skills for the industrial and automotive equipment we offer, efforts are being made to enhance technical standards with the support of the engineering force from the parent company in Japan. Focused efforts to educate local employees, including a training program in Japan, are planned. SCP is currently recruiting 120 employees. It is hoped that the employees at the SEP and SCP manufacturing bases and those at SLP, which is in charge of the selling and administrative aspects of operations in the Philippines, will deepen communication, thereby enhancing the quality of products and providing swifter responses to customers' requests. This will enable us to reinforce the one-stop services for our corporate customers, thereby securing a stable partnership with them.

The continued support of our shareholders would be greatly appreciated.



## Shinya Oho

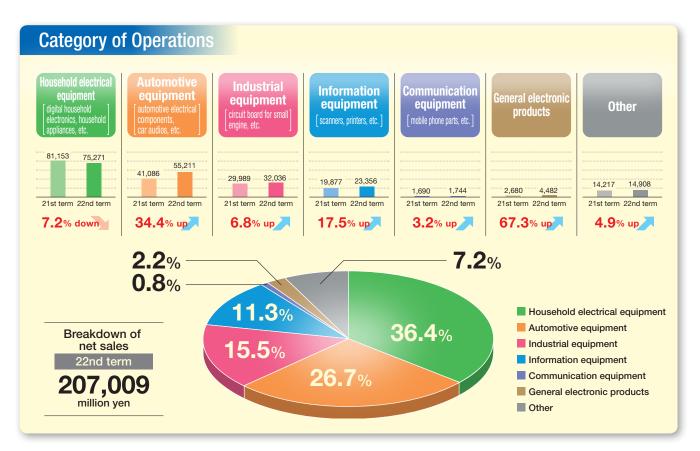
Managing Director, SIIX EMS PHILIPPINES, INC.

On his second assignment to the Philippines, he is responsible for operating a production facility. He specializes in production technologies. His motto is: "There are no magic bullets. All you need is persistence to address the tasks at hand one by one."

#### **Highlights** Net sales 207,009 million yen Ordinary income 5,427 million yen 3,321 Net income Net sales **Ordinary income** Net income (Million yen) (Million ven) (Million yen) 220,000 7,000 4,000 207.009 190.692 190,000 6,000 3,500 3,321 5.427 167,825 3.076 4,973 160,000 5,000 3,000 4.582 2.723 4.000 2.500 130,000 100,000 3,000 2,000 20th term 21st term 22nd term 20th term 21st term 22nd term 20th term 21st term 22nd term 2011 2012 2013 2011 2012 2013 2011 2012 2013

## **Operation Results**

Net sales for the consolidated fiscal year under review finished at 207,009 million yen, an increase of 16,316 million yen (an 8.6% increase) in comparison to the previous consolidated fiscal year, owing to favorable shipments of parts and components for automotive-related and industrial equipment, as well as the effect of yen depreciation. In terms of profit, operating income finished at 5,011 million yen, an increase of 363 million yen (a 7.8% increase) in comparison to the previous consolidated fiscal year, reflecting the net sales increase. Ordinary income finished at 5,427 million yen, an increase of 454 million (a 9.1% increase) in comparison to the previous consolidated fiscal year. Net income finished at 3,321 million yen, an increase of 244 million yen (a 7.9% increase) in comparison to the previous consolidated fiscal year.



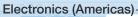


## **Industrial Equipment Field**

Among our business fields, industrial equipment is a recent high-growth field alongside automotive-related equipment. There is a broad variety of industrial equipment, and what we offer includes components, modules and/or end products related to general-purpose engines, audiovisual equipment for airplanes, industrial sewing machines and various control devices. We are also making a focused effort to explore business opportunities in the field of medical equipment.

We have about 40 overseas bases in 13 countries to assist our customers in their global business deployment from procurement of parts and materials, manufacturing to logistics (as of December 31, 2013).





7,125 million yen 3.7%

**Electronics (Europe)** 

7,605 million yen 4.0%

> Net Sales 192,082 million yen

Electronics (Asia) 142,491 million yen 74.2%

> \* Consolidated net sales of 207,009 million yen include 14,926 million yen, which is not classified as a reportable segment, in addition to the above.



1 SIIX Corporation

2 SIIX Electronics Co., Ltd. A

		(Million yen)
Electronics	10,482	7,125
(Americas)	21st term 2012	22nd term 2013

3 SIIX U.S.A. Corp.

(4) SIIX U.S.A. Corp. Irvine Branch

⑤ SIIX MEXICO, S.A DE C.V. ●★

⑥ SIIX EMS MEXICO S de RL de C.V ▲★

## Electronics (Japan)

34,859 million yen 18.1%

5

## **Major Business Lines**

Sales and logistics of electronic products, etc.

Sales of electronic products, etc.

Assembly of various circuit boards and manufacturing

assembly of equipment and components

Branch and representative offices

\* Those marked with \* are not consolidated subsidiaries.

SIIX GIA

# Consolidated Financial Statements

#### Consolidated Statements of Income (Million yen) Current fiscal year Previous fiscal year Items (Jan. 1, 2013 - Dec. 31, 2013) (Jan. 1, 2012 - Dec. 31, 2012) Net sales 207.009 190.692 Cost of sales 193.925 179,373 **Gross profit** 13,083 11,319 Selling, general and administrative expenses 8,072 6,671 Operating income 5,011 4,647 762 692 Non-operating income Non-operating expenses 345 366 **Ordinary income** 5,427 4,973 Extraordinary income 17 220 Extraordinary loss 4 108 Income before income taxes 5,441 5,085 Income taxes-current 1,440 1,498 Income taxes-deferred 698 425 Net income before minority interests in income 3,302 3,161 Minority interests in income (18)84

3,321

## **POINT**

- Increased shipments in the fields of automotive equipment and information equipment led to year-on-year increases in net sales and income, which offset the decrease attributable to the sale of a consolidated subsidiary based in the United States.
- Continuation of yen depreciation compared with the previous year contributed much to the favorable operating results.

#### Average exchange rates of major currencies

	2012	2013
U.S. dollar	79.91 yen	97.69 yen
Thai baht	2.58 yen	3.18 yen
Euro	102.77 yen	129.89 yen
Hong Kong dollar	10.30 yen	12.59 yen

#### Amount of impact of exchange rates

Impact on sales:	Increase of approximately	
impact on sales.	29.8 billion yen	
Impact on operating	Increase of approximately	
income:	0.89 billion yen	

<sup>\*</sup> Differences between net sales and operating income amounts for the current fiscal year when compared to their respective amounts calculated using the average exchange rate for the previous fiscal year

3,076

Net income

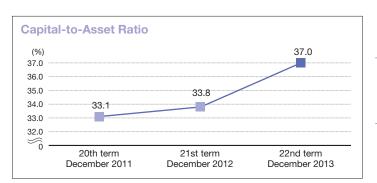
<sup>\*</sup> Fractions of amounts stated in consolidated statements of income, consolidated balance sheets, and consolidated statements of cash flows are rounded down.

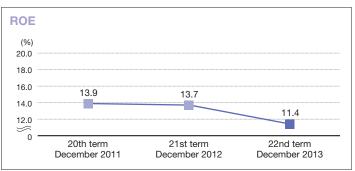
(Million yen)

#### **Consolidated Balance Sheets** (Million yen) Current fiscal year Previous fiscal year Items As of Dec. 31, 2013 As of Dec. 31, 2012 **Assets Current assets** 67,293 55,941 Noncurrent assets 21,911 18,761 Property, plant and equipment 14,409 13,834 Intangible assets 516 638 Investments and other assets 4,288 6,985 Total assets 89,204 74,703 Liabilities **Current liabilities** 47,409 41,079 Noncurrent liabilities 8,610 8,169 **Total liabilities** 56,019 49,249 **Net assets** Shareholder's equity 29,717 27,151 Capital stock 2,144 2,144 Capital surplus 1,853 1,853 Retained earnings 23.832 26.398 Treasury stock (677)(677)Accumulated other comprehensive income 3,268 (1,874)Valuation difference on available-for-sale securities 474 457 Deferred gains or losses on hedges (5)(9)Foreign currency translation adjustment 2,799 (2,322)175 199 Minority interests Total net assets 33,185 25,453 Total liabilities and net assets 89,204 74,703

Items	Current fiscal year (Jan. 1, 2013 – Dec. 31, 2013)	Previous fiscal year (Jan. 1, 2012 - Dec. 31, 2012)
Net cash provided by (used in) operating activities	3,438	7,546
Net cash provided by (used in) investment activities	(3,216)	(4,598)
Net cash provided by (used in) financing activities	(105)	(1,932)
Effect of exchange rate change on cash and cash equivalents	1,137	797
Net increase (decrease) in cash and cash equivalents	1,254	1,812
Cash and cash equivalents at beginning of period	6,263	4,450
Cash and cash equivalents at end of period	7.518	6,263

**Consolidated Statements of Cash Flows** 





## SIIX EMS PHILIPPINES, INC., a production subsidiary in the Philippines, established.

Established in May, SIIX EMS PHILIPPINES commenced operations in July. To reinforce our EMS business in the Philippines, which has gained growing attention as a candidate nation for the China Plus One strategy, the subsidiary will promote the EMS business in partnership with our sales subsidiary in the Philippines.



**Operations** started.



SIIX EMS PHILIPPINES, INC.

2013



## Our production subsidiary August in Thailand acquired the AS9100 certification.

Our Thai production subsidiary was certified as meeting the aerospace industry's AS9100 international quality standard.



## SIIX EMS MEXICO S de RL de C.V, a production subsidiary in Mexico, established.

An EMS production facility was built in San Luis Potosí, Mexico. Based in Mexico, which has seen growing investment from Japanese companies in recent years, the production subsidiary is designed to meet the demand for automotive and industrial equipment in North, Central and South America.



SIIX EMS MEXICO S de RL de C.V

## Corporate Data

►► Corporate Data

(as of December 31, 2013)

November

## Emergency relief donations for the Philippines Typhoon

The SIIX Group sent donations to the Philippine Red Cross for relief efforts following the typhoon that hit the central Philippines.



December

Establishment of SIIX COXON PRECISION PHILS., INC., a production subsidiary for mold manufacturing and injection molding in the Philippines, was officially decided.

In a joint venture agreement with the COXON group based in Taiwan, we officially decided to establish a production subsidiary in the Philippines for mold manufacturing and injection molding—entering those fields of business. Combined with our proven abilities to procure parts and materials and offer the EMS service, the new business opportunities will help us meet a broader range of manufacturing needs of corporate customers.

Name SIIX Corporation

**Established** July 1, 1992

Paid-up capital 2,144 million yen

**Employees** Nonconsolidated

Consolidated 8.641

135

Headquarters 1-4-9, Bingo-machi, Chuo-ku, Osaka

541-0051 JAPAN

TEL: +81-6-6266-6400 FAX: +81-6-6266-6428

**Tokyo office** 2-3-25, Kudanminami, Chiyoda-ku, Tokyo

102-0074 JAPAN

TEL: +81-3-3238-7000

Stock code 7613

**URL** http://www.siix.co.jp/

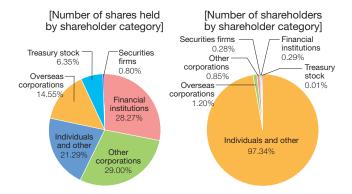


### **Major Shareholders**

(as of December 31, 2013)

Name	Number of shares	Percentage of ownership (%)
Sakata Inx Corporation	5,906,000	23.44
Japan Trustee Services Bank, Ltd. (trust account)	1,675,400	6.65
Forty Six Ltd.	1,100,000	4.37
Resona Bank, Ltd.	1,077,400	4.28
Sumitomo Mitsui Banking Corporation	997,400	3.96
The Master Trust Bank of Japan, Ltd. (trust account)	798,800	3.17
Shiro Murai	700,000	2.78
The Nomura Trust and Banking Co., Ltd. (investment trust account)	659,100	2.62
Japan Trustee Services Bank, Ltd. (trust account 9)	616,400	2.45
MORGAN STANLEY & CO. INTERNATIONAL PLC	507,670	2.01

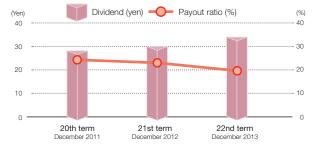
<sup>\*</sup> In addition to the above, the Company owns 1,600,431 shares of treasury stock (6.35%).



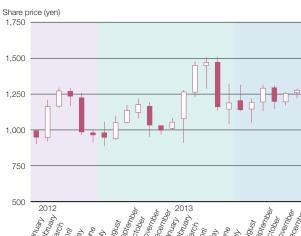
#### **Dividend Trends**

The Company's basic principle is to undertake continuous and stable profit distribution to shareholders. We also adopt the policy of determining the dividend amount by taking into consideration such factors as enhancement of internal reserves for future business deployment and reinforcement of management foundation. As for dividends for the current term, the midterm dividend was 16 yen per share and the term-end dividend is 16 yen per share, making the annual dividend 32 yen per share.

## Dividend and Payout Ratio



### Share Price Chart (January 2012 - December 2013)



#### ▶▶ Stock Information

## Status of Officers

▶▶ Status of Officers

(as of March 28, 2014)

### **Special Benefits for Shareholders**

#### Gift Card

■ Target: Shareholders who are listed on the shareholder registry as of the end of December every year and hold 1 unit of shares (100 shares) or more of the Company's shares



Details (per shareholder)		
10 units of shares (1,000 shares) or more	3,000 yen gift card	
5 units of shares (500 shares) or more but less than 10 units of shares	2,000 yen gift card	
1 unit of shares (100 shares) or more but less than 5 units of shares	1,000 yen gift card	

- \* 1. Gift cards issued by a card company are presented.
- \* 2. The cards are sent after the Annual General Shareholders' Meeting held in March every year.

#### Travel to Thailand

■ Target: Shareholders who have continuously held 1 unit of shares or more of the Company's shares for a year

or longer

\* "Shareholders who have continuously held the Company's share for a year or longer" refer to shareholders who have been continuously listed on the Company's shareholder registry as of the last day of December every year by the same share holder numbers as that at the end of previous term

and the end of June of the fiscal vear under review.

Details: Ten shareholders chosen by lot will be invited to travel to Thailand, including a tour of the Thailand plant, the



Company's main plant, for the main purpose of deepening their understanding of EMS (Electronic Manufacturing Services), the Company's mainstay business. (Once every year)

Chairman & Executive Officer	Shiro Murai	
President & Executive Officer	Yoshihito Kikyo	
Director & Executive Officer	Tsuneo Kondo	General Manager, Information Systems Department and Secretariat Office Management Planning Department, General Affairs Department
Director & Executive Officer	Masao Okada	General Manager, Osaka Sales Department Procurement & Logistics Department Korea, Taiwan
Director & Executive Officer	Yoshihiro Mizutani	General Manager, Tokyo Sales Department I
Audit & Supervisory Board Member	Shigesato Higashio	
Audit & Supervisory Board Member	Shinsuke Takatani	External Auditor
Audit & Supervisory Board Member	Koji Tomiyama	External Auditor
Executive Officer	Takaaki Iwatake	General Manager, Tokyo Sales Department II
Executive Officer	Yoshihiko Matsushima	President, SIIX Electronics Co., Ltd.
Executive Officer	Seiji Ono	General Manager, Finance & Accounting Department
Executive Officer	Tetsuo Nakai	Managing Director, PT SIIX Electronics Indonesia
Executive Officer	Masakazu Toyama	Singapore Area Managing Director, SIIX Singapore Pte. Ltd.
Executive Officer	Hiroshi Yoshikawa	Indonesia Area, PT. SIIX EMS INDONESIA President Director, PT. SIIX Trading Indonesia
Executive Officer	Uichiro Matsushita	General Manager, Nagoya Sales Department East & North China Area, SIIX EMS (Shanghai) Co., Ltd.
Executive Officer	Akio Yoshida	Hong Kong & South China Area Managing Director, SIIX H.K. Ltd. & SIIX EMS (DONG GUAN) Co., Ltd.
Executive Officer	Tetsuo Tsujimoto	Thai Area SIIX EMS (THAILAND) CO., LTD. Managing Director, SIIX Bangkok Co., Ltd.
Executive Officer	Masayuki Tomoda	General Manager, Management Planning Department
Executive Officer	Masaki Murakami	North & South America Area Managing Director, SIIX U.S.A. Corp.
Executive Officer	Koji Yanase	Europe Area & SIIX EMS Slovakia s.r.o. Managing Director, SIIX Europe GmbH
Executive Officer	Satoshi Takahama	Philippines Area, SIIX Logistics Phils, Inc. & SIIX EMS PHILIPPINES, INC. Managing Director, SIIX COXON PRECISION PHILS., INC.

#### Shareholder's Memo

January 1 to December 31 every year Fiscal year

Annual General March every year Shareholder's Meeting

Annual General December 31 every year

Record date Shareholder's Meeting

Term-end dividend December 31 every year Interim dividend June 30 every year

(If necessary, other dates announced in advance)

Transfer agent and administrators of

1-4-1, Marunouchi, Chiyoda-ku, Tokyo 100-8233 JAPAN

Sumitomo Mitsui Trust Bank, Limited special accounts

Transfer agent's contact

4-5-33, Kitahama, Chuo-ku, Osaka 541-0041 JAPAN Stock Transfer Agency Department, Sumitomo Mitsui

Trust Bank, Limited

(Mailing address) 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063 JAPAN

Stock Transfer Agency Department, Sumitomo

Mitsui Trust Bank, Limited

0120-782-031 (Telephone inquiries)

(Internet http://www.smtb.jp/personal/agency/index.

homepage URL)

Method of public notices

Notices are posted on our official website http://www.siix.co.jp/jp/ir/koukoku.html

Number of share constituting one unit

Stock listings

Tokyo Stock Exchange, 1st section

100 shares

Stock code 7613

[Notices, such as a change of address and inquiries concerning shares]

Shareholders holding accounts with securities companies

Please refer to securities companies that manage your account.

Shareholders not holding accounts with securities companies

The Company has an account (referred to as "special account") with the above stated Sumitomo Mitsui Trust Bank, Limited, as a transfer agent. For inquiries, please contact the above telephone number.

#### IR Mail Notices

The Company provides an IR information delivery service via e-mail to investors. We send notice to registered investors whenever we post new IR information on our website (http://www.siix.co.jp/). Those who wish to register can do so simply, at no charge, on the Investor Relations page of the Company's website (http://www.siix. co.jp/ir/irnewsmail/).

