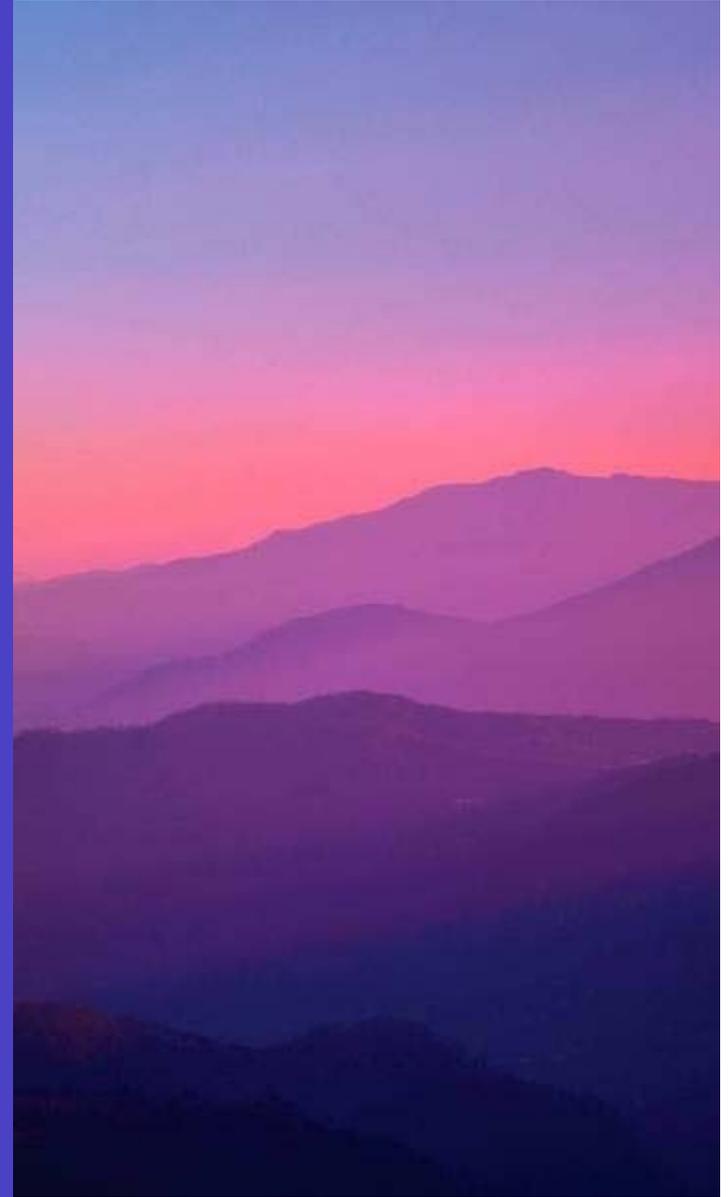


Consolidated Financial Result of FY2021

February 2022

SIIX Corporation

siix
We care.



- **Consolidated Financial Result of FY2021**
- **Consolidated Financial Forecast of FY2022**
- **CAPEX & Depreciation**
- **Progress of Medium-term Plan**
- **Topics of FY2021**
- **Manufacturing information**
- **Initiatives in ESG**
- **Shareholder Return**
- **Disclaimer**

Consolidated Financial Result of FY2021



• Profit and Loss

| | FY2020 | | FY2021 | | FY2020 vs. FY2021 | | Impact of change in FX | FY2020 vs. FY2021, net | |
|---|-------------------|--------|----------------|--------------|-------------------|-------|------------------------|------------------------|------------|
| | (JPY in millions) | amount | % | amount | % | diff. | | % | diff.(net) |
| Sales | 181,598 | 100.0 | 226,833 | 100.0 | 45,234 | 24.9 | 8,619 | 36,615 | 20.2 |
| Gross Profit | 16,150 | 8.9 | 20,120 | 8.9 | 3,970 | 24.6 | | | |
| SGA | 11,697 | 6.4 | 15,165 | 6.7 | 3,468 | 29.7 | | | |
| Operating Income | 4,452 | 2.5 | 4,954 | 2.2 | 502 | 11.3 | 100 | 401 | 9.0 |
| Ordinary Income | 4,444 | 2.4 | 5,934 | 2.6 | 1,490 | 33.5 | | | |
| Extraordinary Income & Loss | (1,680) | (0.9) | 0 | 0.0 | 1,681 | - | | | |
| Corporate tax | 1,032 | 0.6 | 1,364 | 0.6 | 331 | 32.1 | | | |
| Profit attributable to owners of parent | 1,724 | 0.9 | 4,561 | 2.0 | 2,837 | 164.6 | | | |

Exchange rate

| | FY2020 | FY2021 |
|-----|--------|--------|
| USD | 106.79 | 109.95 |
| EUR | 121.82 | 129.94 |
| HKD | 13.77 | 14.15 |
| THB | 3.42 | 3.44 |
| RMB | 15.48 | 17.04 |

• Scope of Consolidation

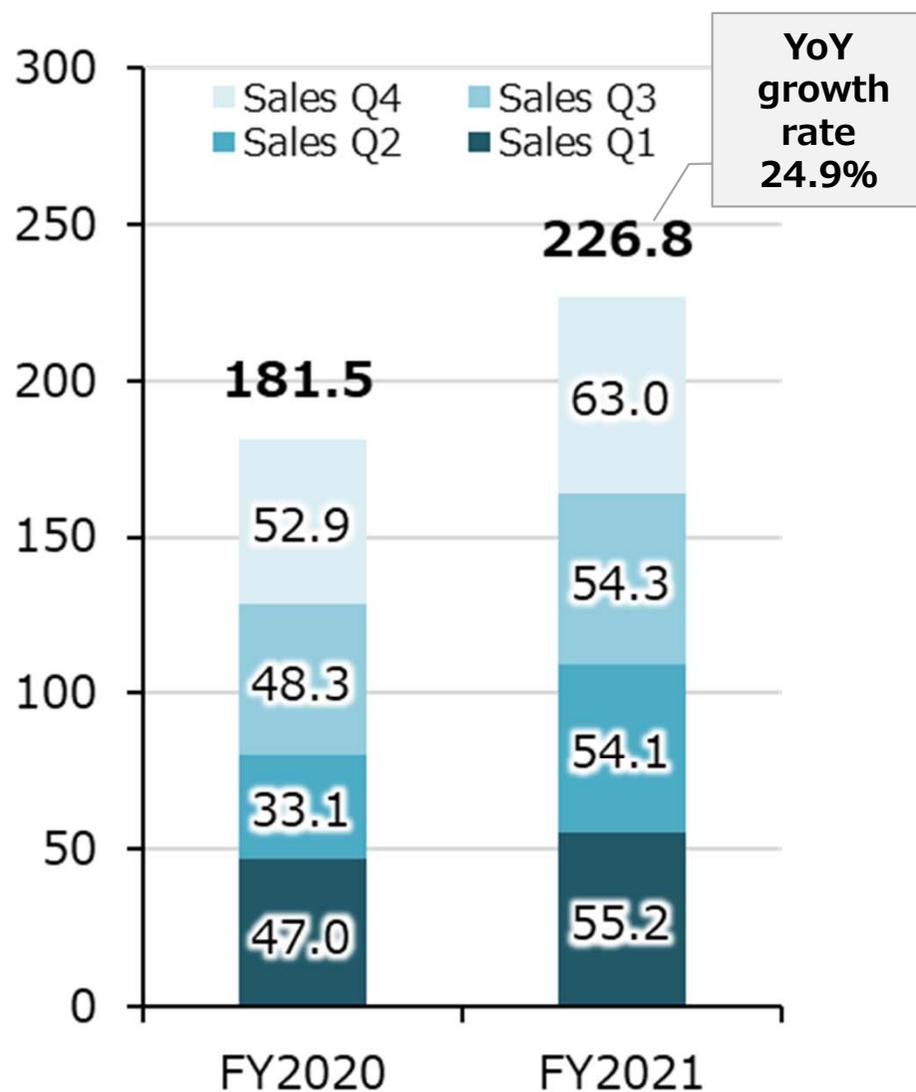
| | End of FY2020 | Changes | | End of FY2021 |
|-------------------------|---------------|----------|----------|---------------|
| | | Increase | Decrease | |
| Consolidated Subsidiary | 22 | 1 | 1 | 22 |
| Equity Method Affiliate | 2 | - | - | 2 |

*Increase: PT SIIX Trading Indonesia, a sales subsidiary in Indonesia, was newly consolidated.

Decrease: In January 2021, SIIX Bangkok Co., Ltd., Thai sales subsidiary, was transferred its business to SIIX EMS (THAILAND) CO., LTD. (currently Thai SIIX Co., Ltd.).

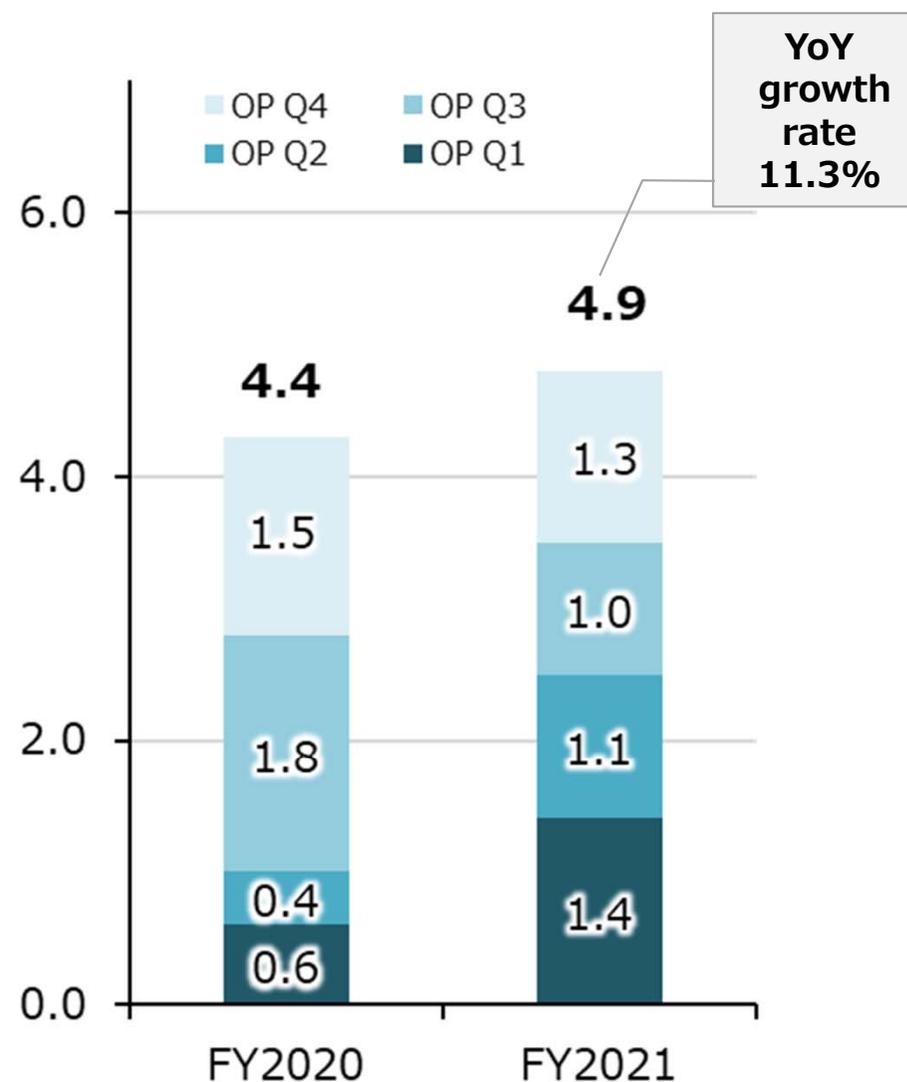
Consolidated Financial Result of FY2021

• Sales



• Operating Profit

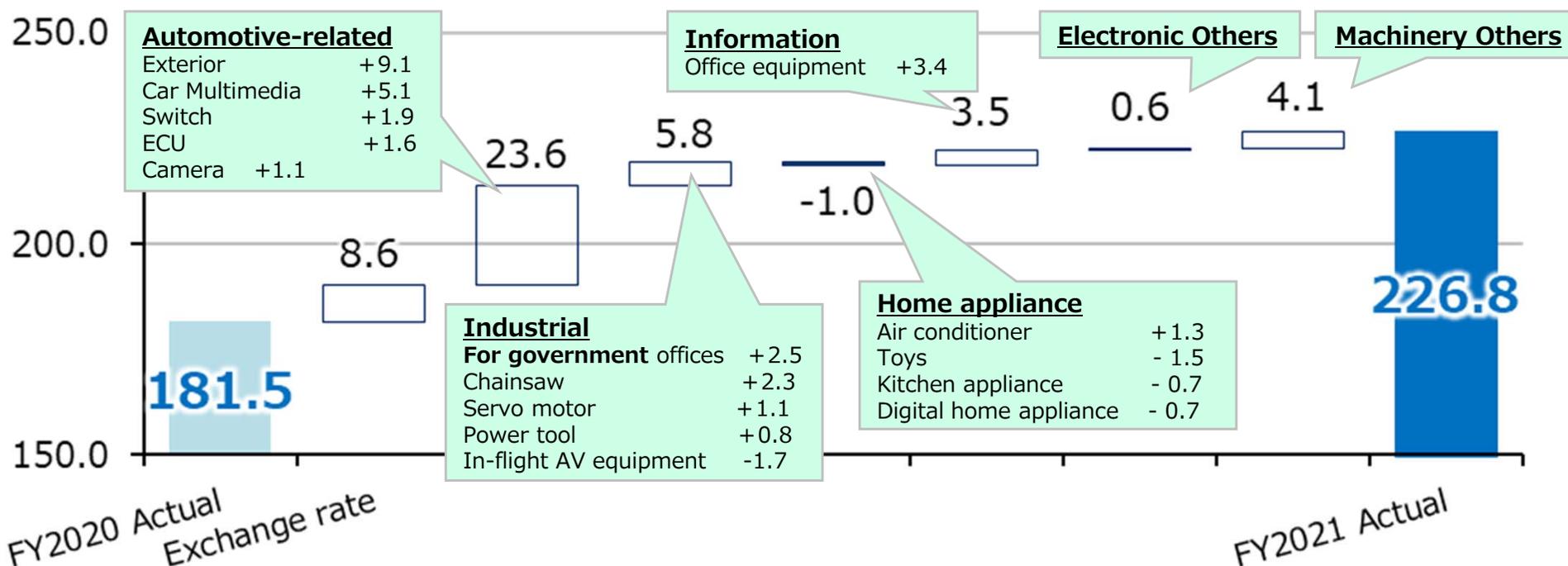
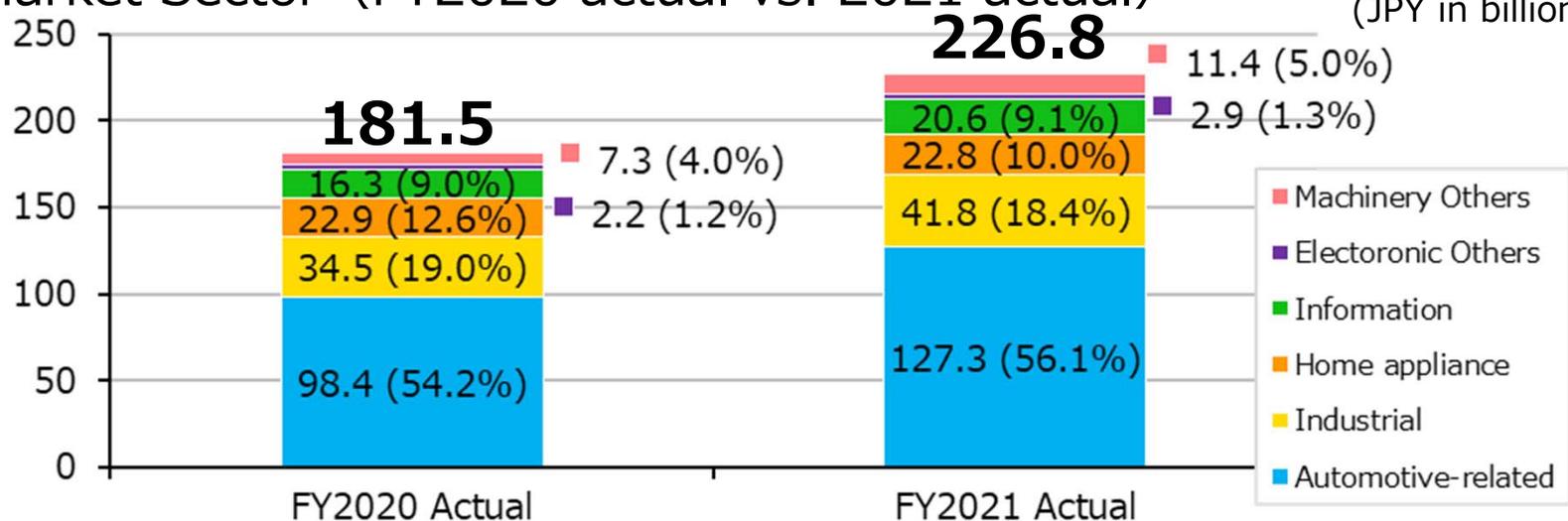
(JPY in billions)



Consolidated Financial Result of FY2021

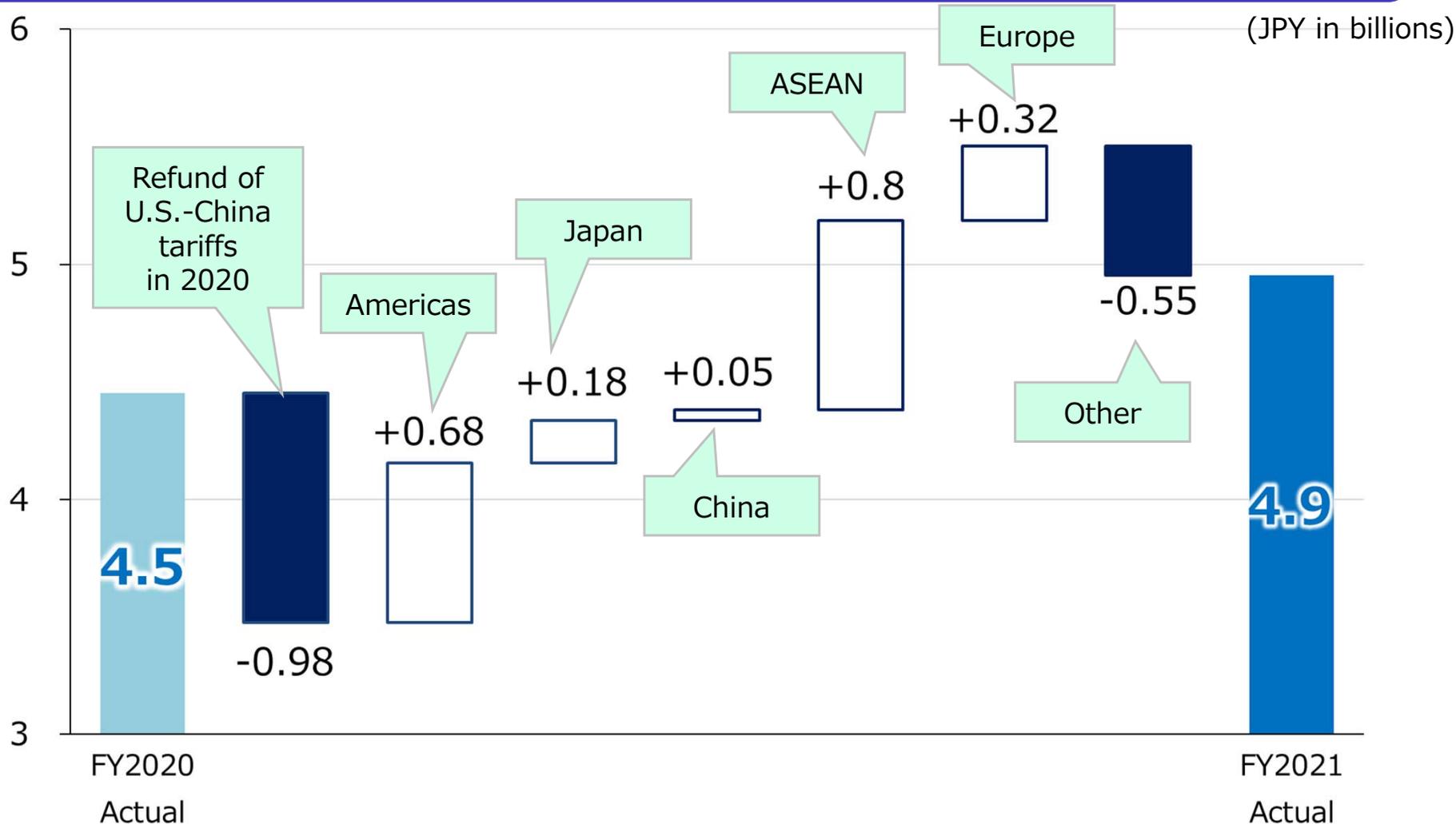
Sales by Market Sector (FY2020 actual vs. 2021 actual)

(JPY in billions)



Consolidated Operating Profit (FY2020 vs. FY2021)

- In ASEAN, both sales and profit increased owing to new projects for IoT equipment and Strong Automotive Business
- In Americas, production in Mexico increased, but logistics costs reduced profits.



Consolidated Financial Result of FY2021



- SGA

| | FY2020 | | FY2021 | | Changes | | |
|--------------------------------------|-------------------|---------------|------------|---------------|------------|--------------|-------------|
| | (JPY in millions) | amount | % | amount | % | amount | % |
| Personnel expenses | | 6,113 | 3.4 | 6,792 | 3.0 | 679 | 11.1 |
| Traveling and communication expenses | | 218 | 0.1 | 212 | 0.1 | (5) | (2.7) |
| Freightage and packing expenses | | 1,082 | 0.6 | 3,332 | 1.5 | 2,250 | 207.9 |
| Commission fee | | 787 | 0.4 | 783 | 0.3 | (3) | (0.5) |
| Rent expenses on real estates | | 408 | 0.2 | 233 | 0.1 | (174) | (42.8) |
| Depreciation | | 1,016 | 0.6 | 1,121 | 0.5 | 105 | 10.4 |
| Other expense | | 2,071 | 1.1 | 2,689 | 1.2 | 618 | 29.8 |
| Total | | 11,697 | 6.4 | 15,165 | 6.7 | 3,468 | 29.7 |

- Non-Operating Profit and Loss

| (JPY in millions) | FY2020 | FY2021 |
|---|--------------|--------------|
| Interest income | 142 | 26 |
| Dividends income | 49 | 191 |
| Foreign exchange gains | - | 286 |
| Subsidy income | 221 | 201 |
| Gain on sales of goods | 205 | 328 |
| Gain on sales of scraps | 167 | 172 |
| Other | 254 | 373 |
| Non-operating income | 1,041 | 1,579 |
| Interest expenses | 373 | 284 |
| Share of loss of entities accounted for using equity method | 63 | 33 |
| Foreign exchange losses | 25 | - |
| Purchase of goods | 153 | 148 |
| Other | 433 | 133 |
| Non-operating loss | 1,049 | 599 |
| Non-operating income/loss | (8) | 979 |

- Balance Sheet

| | End of FY2020 | End of FY2021 | Changes (FY2020 vs. FY2021) | |
|-------------------------------------|------------------|------------------|--------------------------------|--------|
| | | | amount | % |
| (JPY in millions) | | | | |
| Current assets | 104,254 | 122,797 | 18,542 | 17.8 |
| Notes and accounts receivable-trade | 37,057 | 47,278 | 10,220 | 27.6 |
| Inventories | 36,532 | 58,240 | 21,708 | 59.4 |
| Noncurrent assets | 40,181 | 47,123 | 6,942 | 17.3 |
| Total asset | 144,436 | 169,921 | 25,484 | 17.6 |
| Current liabilities | 59,855 | 79,833 | 19,977 | 33.4 |
| Accounts payable-trade | 27,481 | 37,298 | 9,816 | 35.7 |
| Short-term loans payable | 23,810 | 31,561 | 7,750 | 32.5 |
| Current portion of bonds payable | - | - | - | - |
| Noncurrent liabilities | 28,082 | 23,718 | (4,364) | (15.5) |
| Bonds payable | 10,000 | 10,000 | - | - |
| Long-term loans payable | 12,061 | 8,446 | (3,614) | (30.0) |
| Total liability | 87,937 | 103,551 | 15,613 | 17.8 |
| Net assets | 56,498 | 66,369 | 9,870 | 17.5 |
| Minority interests | 354 | 412 | 57 | 16.3 |
| New assets and liability | 144,436 | 169,921 | 25,484 | 17.6 |

Consolidated Financial Result of FY2021



• Cash Flow

| (JPY in millions) | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|--|---------|---------|---------|---------|----------------|
| Net cash from operating activities | 4,536 | 966 | 8,945 | 13,280 | (8,106) |
| Net cash from investing activities | (9,211) | (6,515) | (9,602) | (6,034) | (7,765) |
| Net cash from financing activities | 6,410 | 7,991 | 2,923 | 1,291 | 869 |
| Cash and cash equivalents | 10,574 | 12,813 | 15,035 | 22,968 | 9,315 |
| Debt to annual cash flow ratio (years) | 3.4 | 27.2 | 4.0 | 3.2 | — |
| Interest coverage ratio (X) | 20.1 | 3.2 | 18.3 | 34.9 | — |

- Consolidated Financial Forecast of FY2022

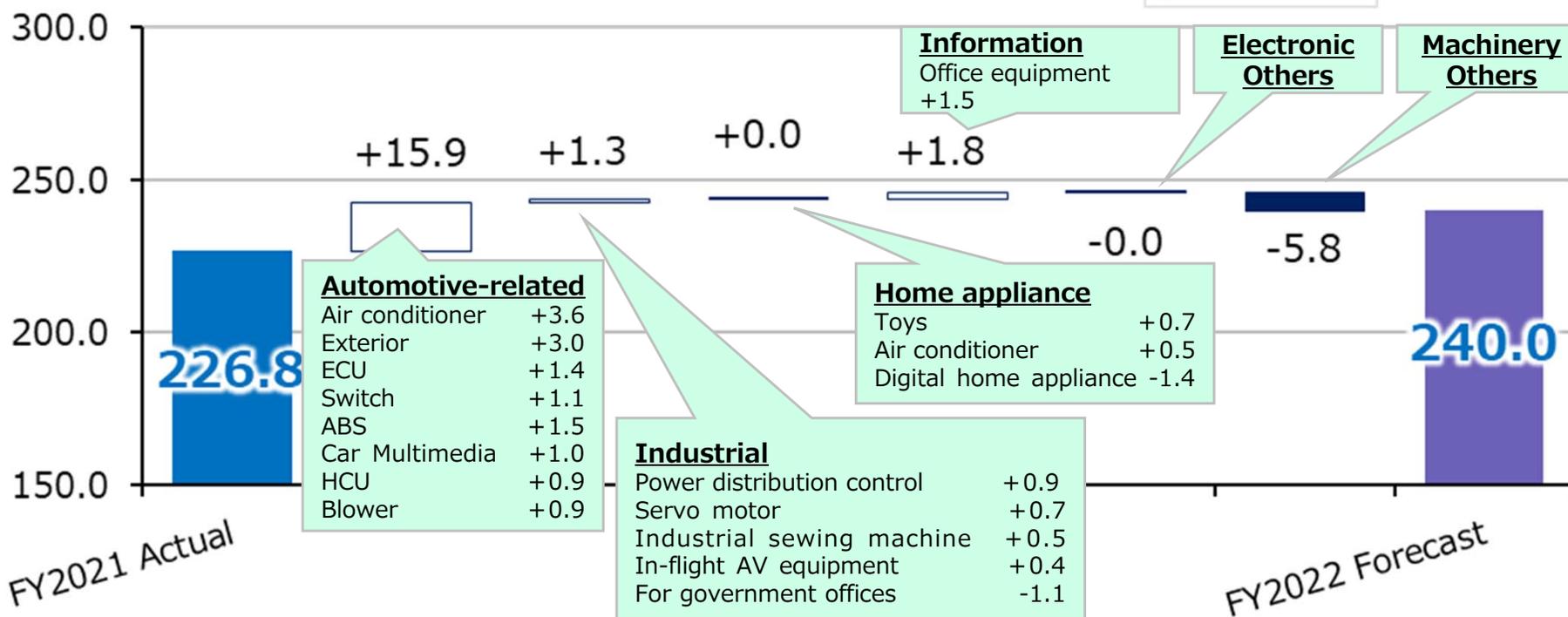
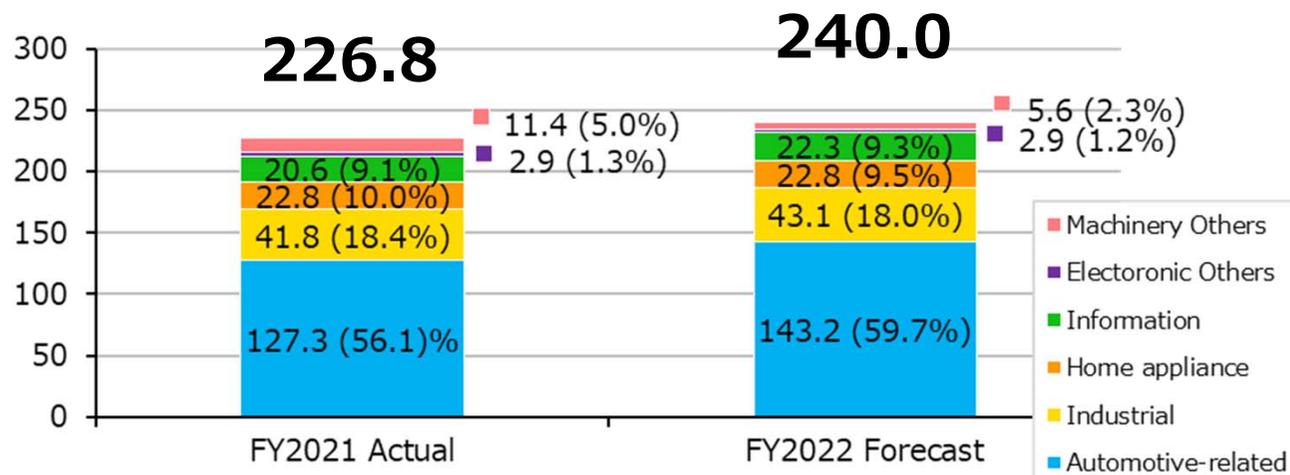
| (JPY in millions) | FY 2020 | | FY 2021 | | FY 2022 | | FY2021 vs. FY 2022 | |
|---|---------|-----|---------|-----|----------------|------------|--------------------|------|
| | Actual | % | Actual | | Forecast | | diff. | % |
| Sales | 181,598 | | 226,833 | | 240,000 | | 13,166 | 5.8 |
| Operating income | 4,452 | 2.5 | 4,954 | 2.2 | 8,000 | 3.3 | 3,045 | 61.5 |
| Ordinary income | 4,444 | 2.4 | 5,934 | 2.6 | 8,000 | 3.3 | 2,065 | 34.8 |
| Profit attributable to owners of parent | 1,724 | 0.9 | 4,561 | 2.0 | 6,000 | 2.5 | 1,438 | 31.5 |
| Net income per share (JPY) | 36.48 | | 96.53 | | 126.95 | | 30.42 | 31.5 |

| | | | |
|---------------------|--------|--------|--------|
| Exchange rate (USD) | 106.79 | 109.95 | 112.00 |
|---------------------|--------|--------|--------|

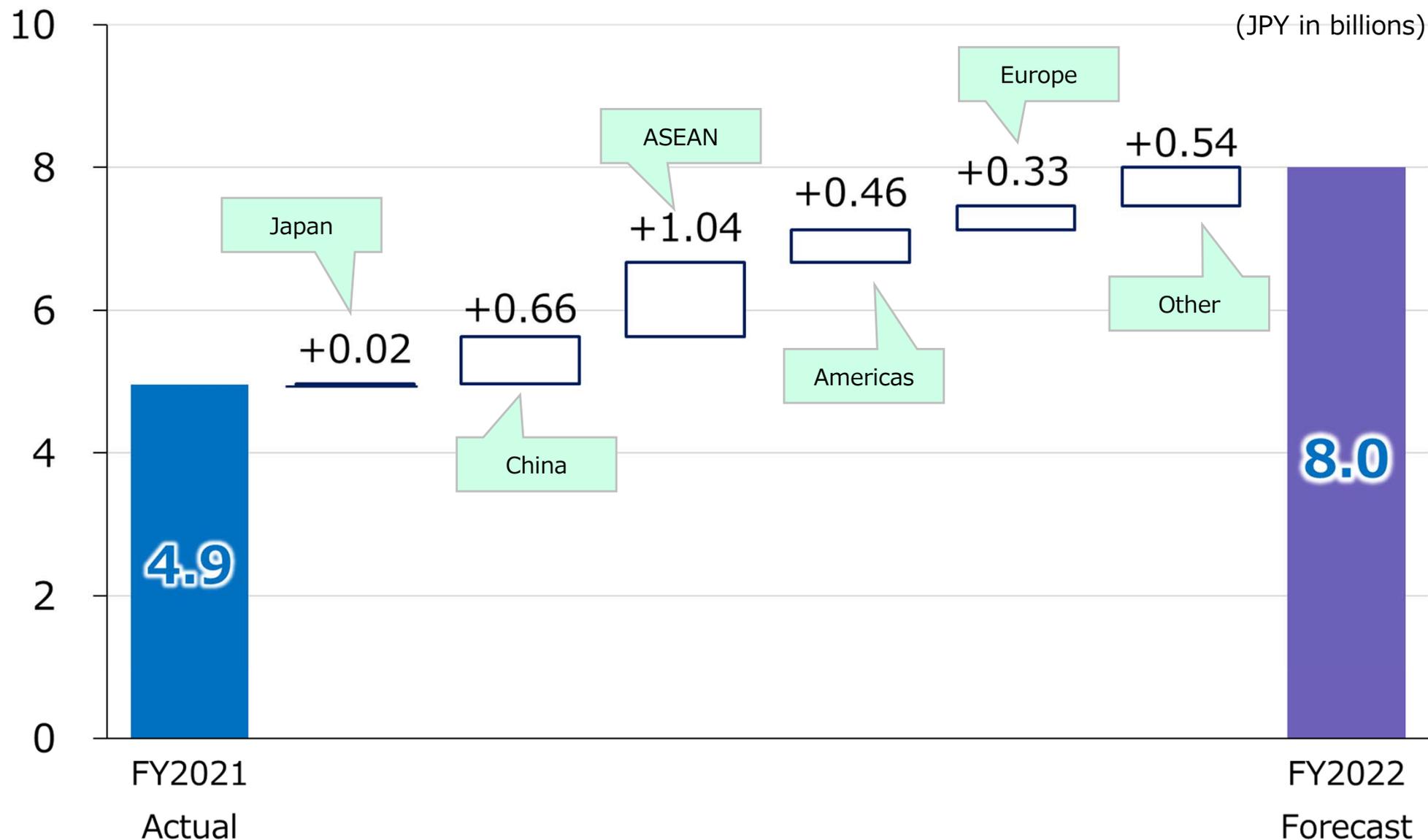
Consolidated Financial Forecast of FY2022



- Sales by Market Sector (FY2021, actual vs. FY2022, forecast) (JPY in billions, %)



- Operating Profit (FY2021, actual vs. FY2022, forecast)

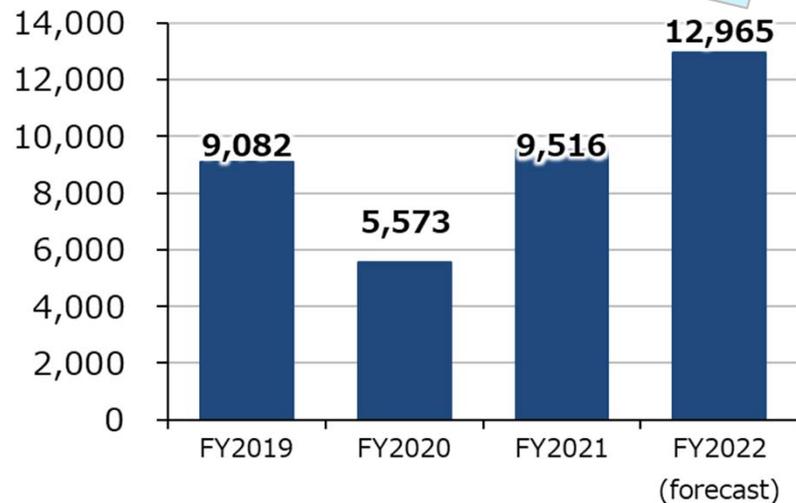


CAPEX & Depreciation

• CAPEX

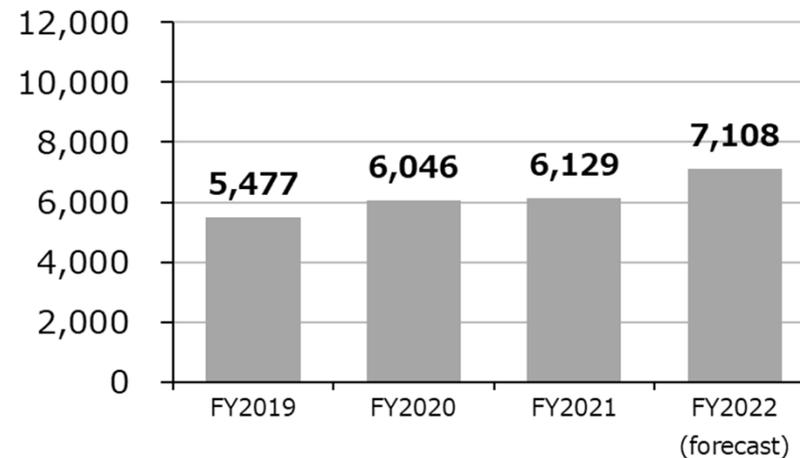
(JPY in millions)

Thailand Plans to start construction of a new building in April 2022 and to begin operations in July 2023
Mexico Acquisition of land for construction of new building



• Depreciation

(JPY in millions)



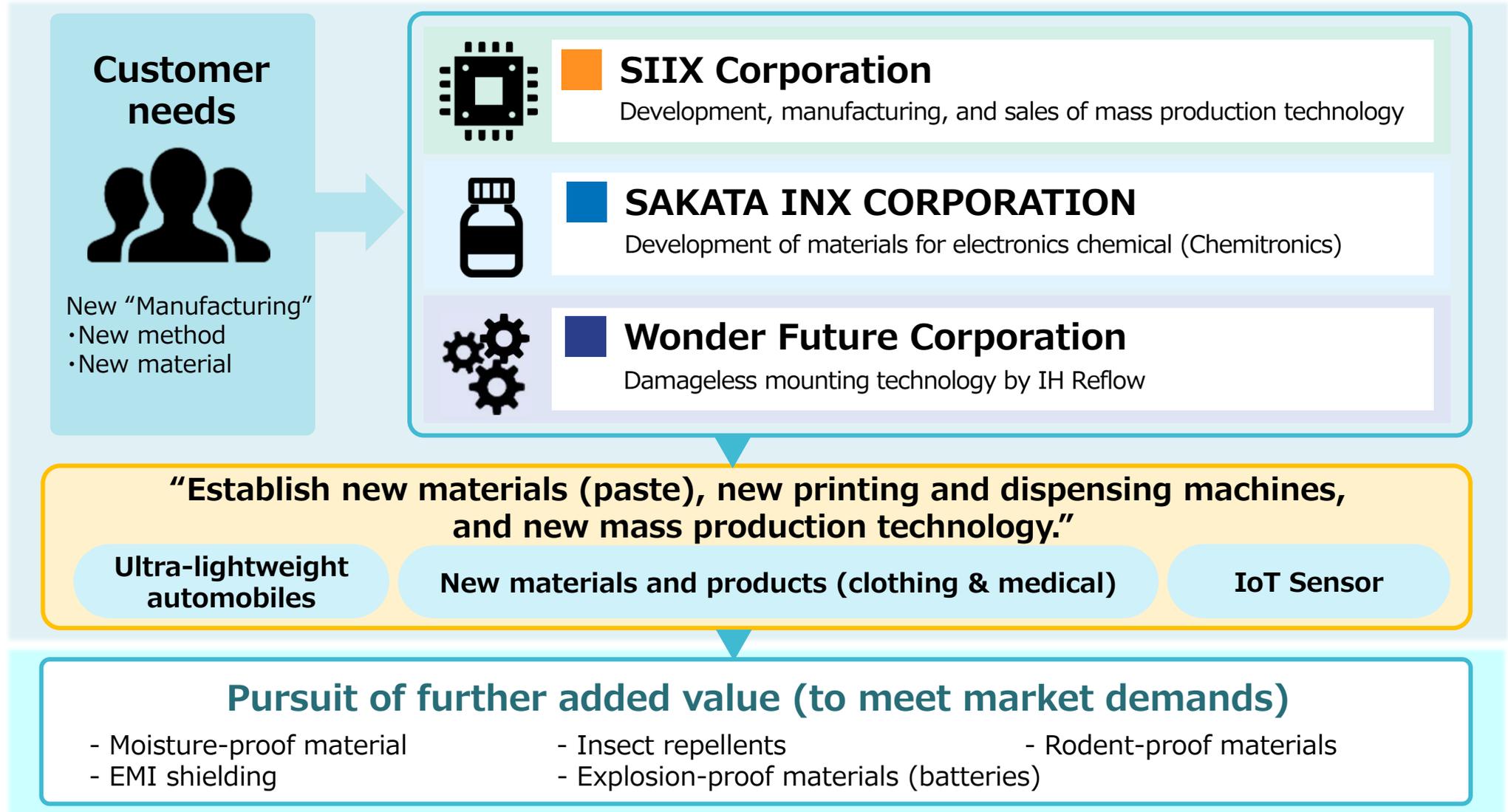
KPI for Midterm Business Plan

| Target | KPI | in 2023 | As of the end of 2021 |
|--|--|--------------------------------------|--|
| Expanding business with major global companies | Expansion of non-Japanese ratio | 25% of consolidated sales | 15.6% of consolidated sales Mass production of business for non-Japanese customers is expanding. |
| | Strengthen Reinforce alliances with technology | 5 billion yen of consolidated sales | Significant increase in business for government offices and new orders for 2023. (achieved sales target) |
| | Customer development in the medical field | 5 billion yen of consolidated sales | Same level as the previous year due to COVID-19 pandemic. Continue to develop business opportunities around the world. |
| Contributing to a decarbonized society through our business | Expansion of Non-commodity ratio (Automotive-related and Industrial equipment) | 85% of consolidated sales | 74.6% of consolidated sales Decrease in in-flight AV equipment. On the contrary, sales in the in-vehicle sector, power tools and business for government office increased year on year. |
| | Expansion of CASE-related business | 35 billion yen of consolidated sales | Steady increase mainly in European customers. Increase in projects for EVs in China and the U.S. |
| | Expansion of battery-related business | 10 billion yen of consolidated sales | Increased orders for battery packs for chain saws and will start business for automotive this year. |
| Diversity management | Improvement of local executives' ratio | 80% | 77.0% |
| | Improvement of female executives' ratio | 50% | 31.2% |

- Expecting to expand business with Japanese and non-Japanese customers in automotive field In each area of the world.
- Expecting of business with EV makers is in full swing and start direct business with car makers.
- Manufacturing capacity expansion in existing factories. (SMT lines: 166→181 in 2022)
- Increasing demand of automotive business. Planning factory expansion in Mexico and Thailand.
- Started OSAT* business in the back-end process of semiconductor assembly.
(Expansion of EMS field) *Outsourced Semiconductor Assembly & Test
- Expansion of battery business (ex. Chain saw, E-Mobility etc.)
- From “Electronics” to “Chemitronics*” through collaboration with SAKATA INX.
 *Chemical + Electronics
- A variety of projects are underway, including smart logistics with printed electronics.

Chemitronics (Integration of Chemical and Electronics)

- 3-company collaborative activities with SIIX, SAKATA INX, and Wonder Future

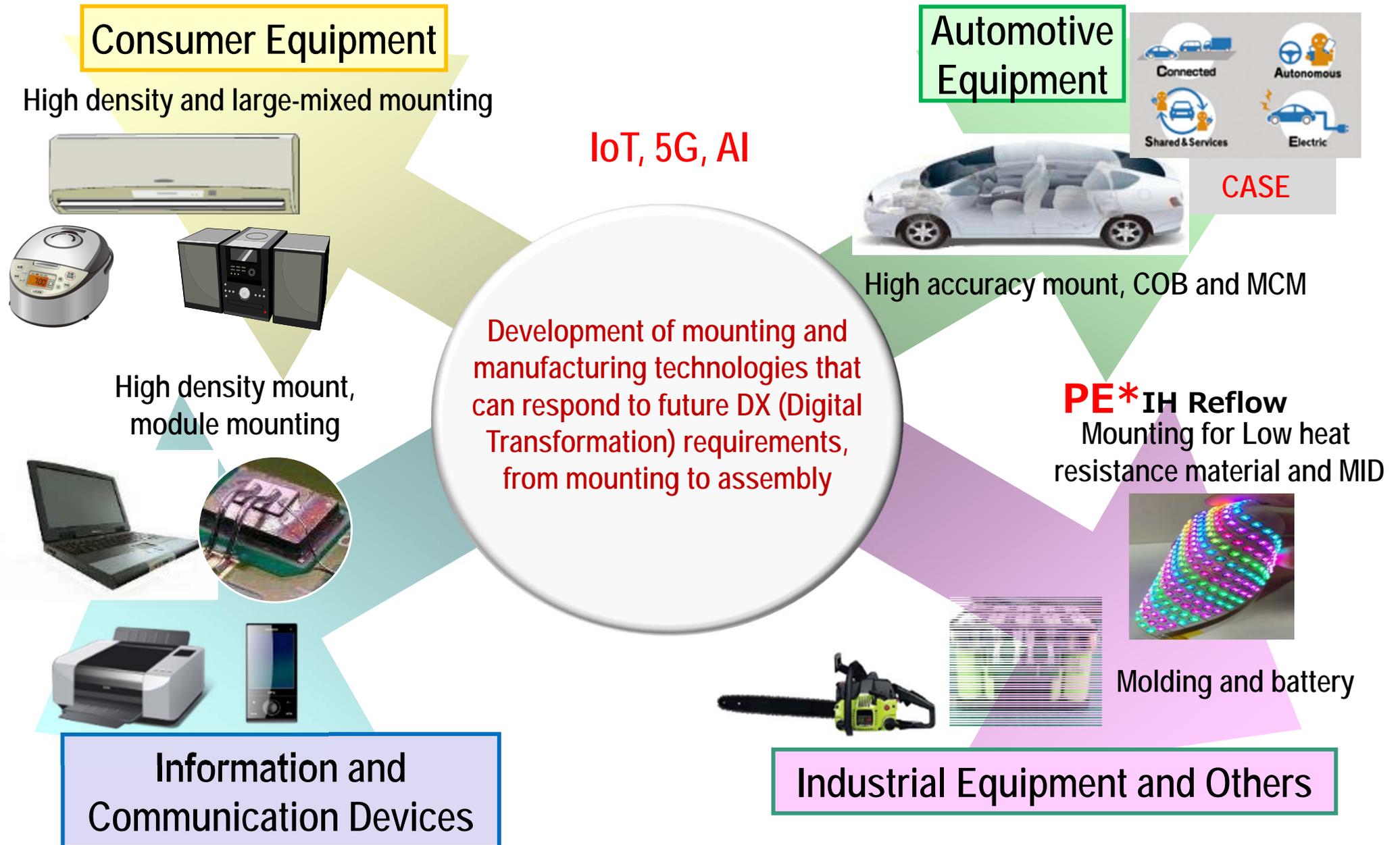


SIIX's Strategic Policy for High-Quality Manufacturing

• Enhancement of Manufacturing Management



Diversification of business and demand for core technologies



■ Strengthen manufacturing technology and its quality in response to DX (Digital Transformation)

- Pursuing a development that anticipates elemental technologies (improve new businesses and new methods)
- Increasing customer satisfaction by collaborating on core technologies with key devices and key technology partners
- Further enhancement of automation and its application to production systems (promotion of Smart Factory)

■ Build Tier-1 quality system and strengthen corporate governance, share and utilize information, and enhance BCP

- Strengthening of quality governance, sharing of know-how for improvement, speeding up of utilization, and expanding information globally
- Establishing a global education system and reinforcing its training

SMT 166 Line

Towards Best QCDS for CASE

77 Molding Machines

+14 Line (vs 2020)
+15 Line (2022 plan)

+8 Line (vs 2020)

(Next SMT Process Technology)

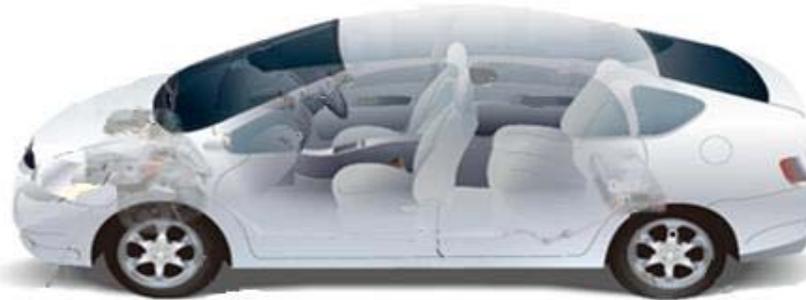
(Automation)

(Camera Module)

(LED High Accuracy Mount, COB and MID)

(PCBA+Injection)

(High Density Mount)



Because we are SIIX, "Global Business Organizer", we can realize;

Abundant technology of multi-process manufacturing and global management of manufacturing, technology, and quality across 12 factories

| Categories | Major automation initiatives at SIIX |
|---------------------|--|
| Environment | Temperature & Humidity Control · ESD Control |
| Warehouse | Transportation · Parts Control · Inventory · Traceability · Cleaning |
| SMT | Labeling/Sealing · Solder Apply Stencil Change · Visual Inspection · ICT Production Schedule · Quality Control · Model Change Accuracy Measurement · AI for Image Inspection · Traceability |
| ASSY | Labeling/Sealing · Moisture Proofing material Coating · Coating Inspection PCB Cutting · Manual Insertion · Visual Inspection · Pallet Transportation · Soldering · Assembly · Welding · Potting Screwing · Traceability |
| Inspection | ICT · FCT · Visual Inspection |
| All | Model Change · Traceability · Maintenance · Transportation |
| Shipping Inspection | Traceability |
| Shipping | Packing · Transportation · Traceability |
| Other | Screw Aligner · Marking · Lead Cut Grease Injection · Molded Products & Plastic Parts Cleaning |

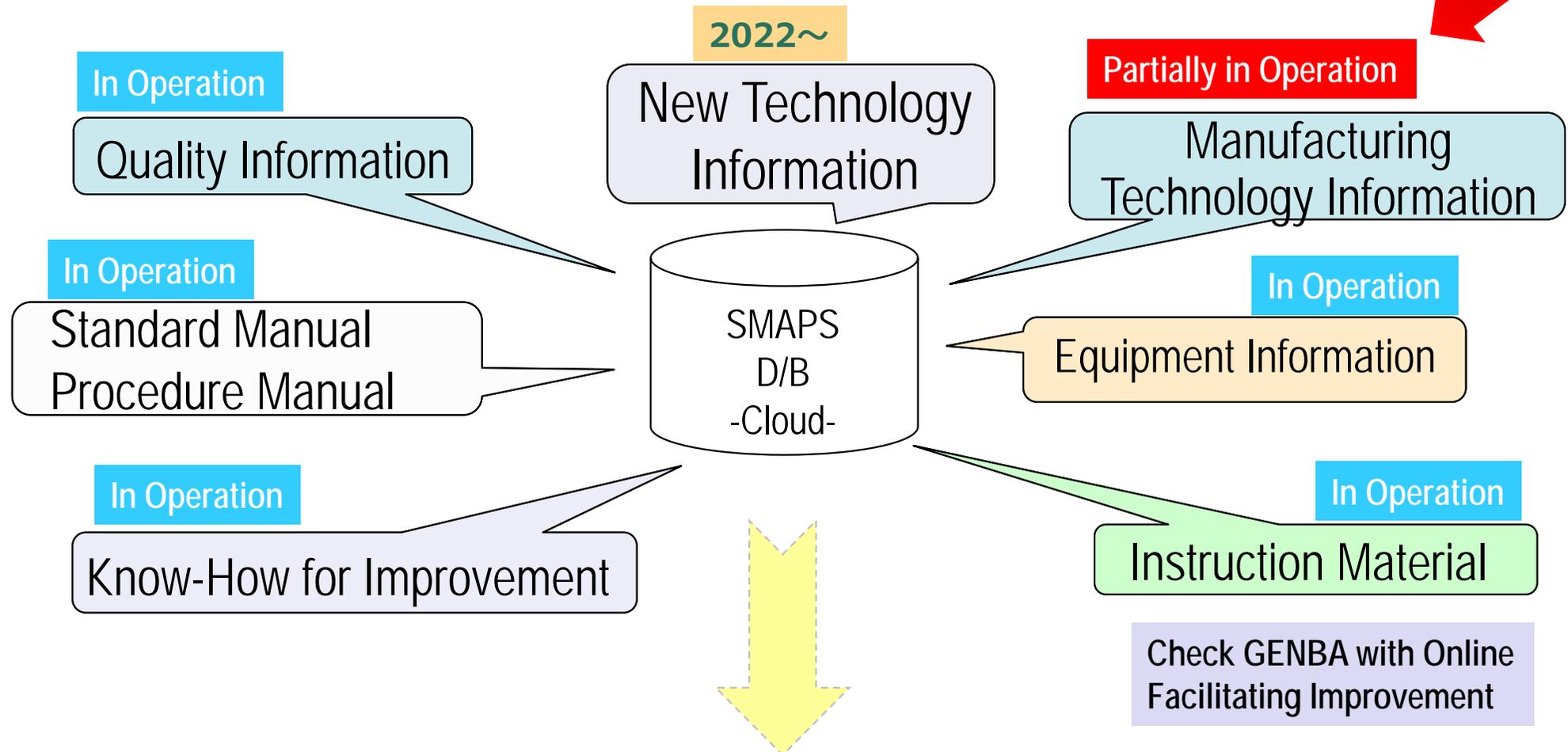
Promotion of Smart Factory

- Continuously promote automation, improvement, integration, and acceleration in each process from In to Out.
- Strengthen response to customer requirements
- Stabilization of quality and efficiency
- Manpower saving
- Strengthen horizontal deployment to other bases
- Strengthen information sharing contents and promote their utilization



Example of an automated line at our plant in China

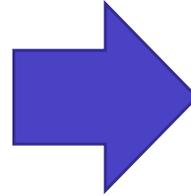
SMAPS (*Siix Manufacturing Platform System*)



SMAPS enables us to utilize the real-time data of manufacturing technology at GENBA



Plan to operate solar panels at 3 plants in FY2022



① Shanghai Plant, China
(Started solar panel operations in January 2021)

<CO2排出量実績>

2020 Actual : 0.34t/million yen

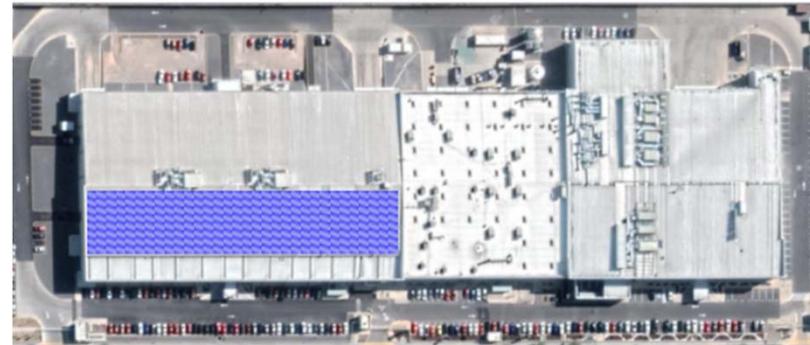
2021 Actual : **0.31t/million yen**

(vs. 2020 9% reduction)

Tentative value based on use of 2020 CO2 emission factor)



② Indonesia plant
(Scheduled to start solar panel operations in May 2022)



③ Mexico plant
(Scheduled to start solar panel operations in March 2022)

④ Philippines plant
(Scheduled to start solar panel operations after August 2022)

⑤ Thailand plant
(Scheduled to start solar panel operations after 1H, 2022)

⑥ Slovakia plant
(under consideration)

⑦ Dongguan & Hubei plant, China
(under consideration)



- ① **Promote the use of other renewable energy sources (partially started at 4 locations)**
- ② **Promotion of waste reduction**
- ③ **Implementing measures for Scope 3**
- ④ **Accelerating CO2 Reduction under Consideration by visualizing power consumption in plants**

Environment

Reduce CO2 emission intensity (basic units)

*Tentative values based on the use of CO2 emission factors as of 2020

2021

0.31t*

10% improvement over the previous year

Target

Reduction from the previous year
(Reference)

End of 2020 : 0.34t

〔Installation of solar panels〕

- Installed at the Shanghai Plant and started operation in January 2021. Total emission reduction of 1,817.5 tons per year is expected at this plant.
- Preparing to install solar panels at the Jakarta Plant, scheduled for completion in September.
- Considering installation in Mexico, Philippines and Thailand in succession.

Social

Local executives ratio

Ratio of local executives in management of all SIIX Group

2021

77.3%

Target

80%

Female executives ratio

Ratio of Female executives in management of all SIIX Group

2021

32.4%

Target

50%

*Executives: Manager and above

Governance

Complying with the Revised Corporate Governance Code

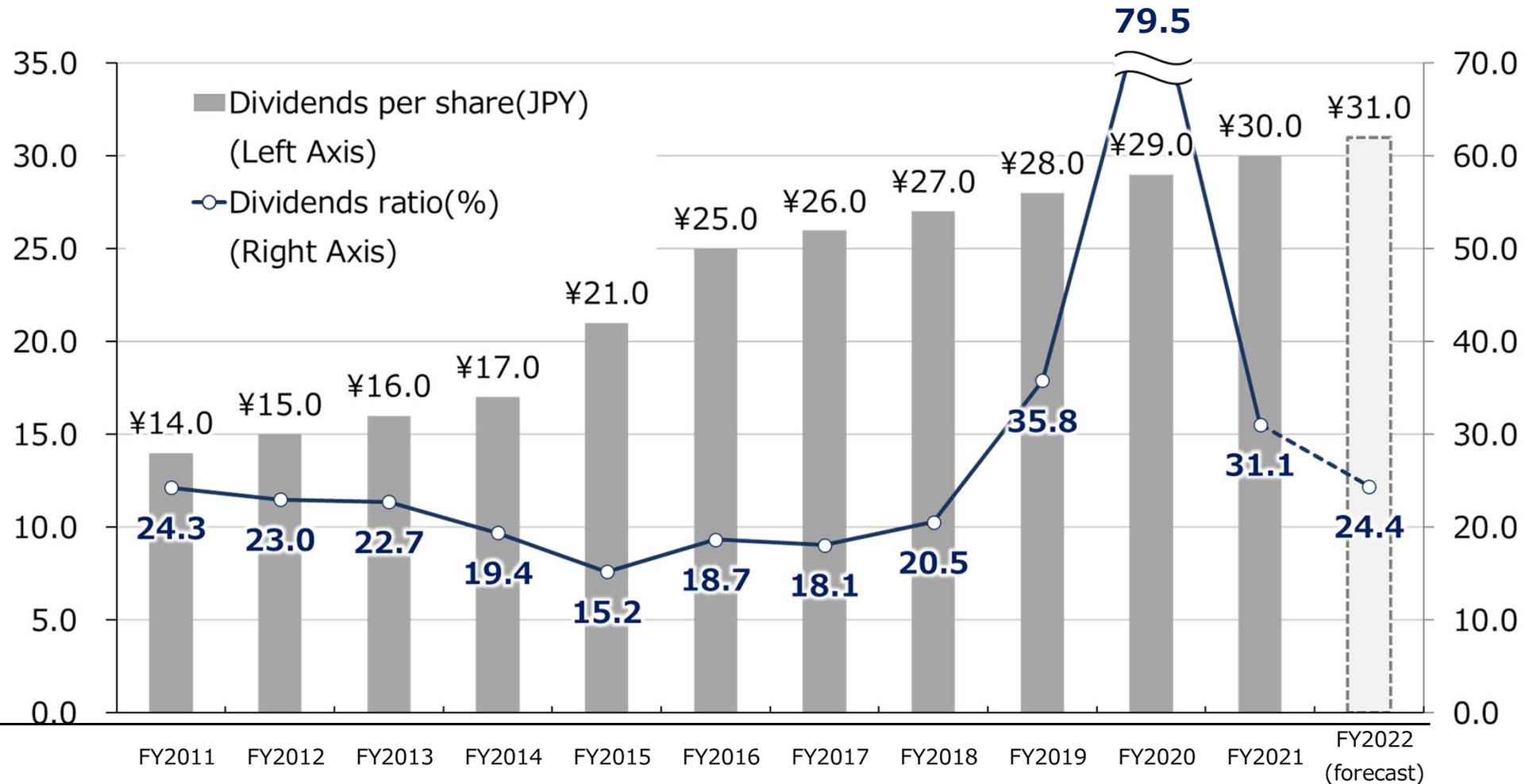
- Already taken measures such as disclosure of skills matrix, number of independent directors, independence of the Nomination and Compensation Advisory Committee, and establishment of an electronic platform for exercising voting rights.
- In terms of diversity, the ratio of female executives and the ratio of foreign executives have been disclosed as our own KPIs for some time.
- In terms of climate change, disclosure based on TCFD is being promoted.
- Compliance education again this year at a strategy meeting attended by all Group executives

Market restructuring

- It is scheduled to be listed on the "Prime Market" of the Tokyo Stock Exchange in April.

Shareholder Return

- Shareholder Return



| | | | | | | | | | | | | |
|---|------|------|------|------|------|------|------|------|------|------|------|------|
| Dividends per share(JPY) (Left Axis) | 14.0 | 15.0 | 16.0 | 17.0 | 21.0 | 25.0 | 26.0 | 27.0 | 28.0 | 29.0 | 30.0 | 31.0 |
| Dividends ratio(%) (Right Axis) | 24.3 | 23.0 | 22.7 | 19.4 | 15.2 | 18.7 | 18.1 | 20.5 | 35.8 | 79.5 | 31.1 | 24.4 |

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CONSOLIDATED FINANCIAL RESULTS OF FY2021 (APPENDIX)

FEBRUARY 2022

SIIX CORPORATION



PROFIT AND LOSS

| (JPY in millions) | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|--|---------|---------|---------|---------|---------|
| Net sales | 233,153 | 242,804 | 223,037 | 181,598 | 226,833 |
| Operating income | 9,705 | 8,625 | 5,506 | 4,452 | 4,954 |
| Operating income ratio (%) | 4.2 | 3.6 | 2.5 | 2.5 | 2.2 |
| Ordinary income | 10,513 | 8,717 | 5,634 | 4,444 | 5,934 |
| Ordinary income ratio (%) | 4.5 | 3.6 | 2.5 | 2.4 | 2.6 |
| Profit attributable to owners of parent | 7,093 | 6,414 | 3,695 | 1,724 | 4,561 |
| Profit attributable to owners of parent ratio(%) | 3.0 | 2.6 | 1.7 | 0.9 | 2.0 |
| Consolidated subsidiaries | 19 | 22 | 22 | 22 | 22 |
| Equity method affiliates | 1 | 2 | 2 | 2 | 2 |
| Employees | 11,659 | 13,632 | 12,721 | 11,257 | 12,354 |

MANAGEMENT INDICATORS

| | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|--------------------------------------|-------|--------|--------|--------|--------|--------|
| ROE | (%) | 13.1 | 11.4 | 6.5 | 3.0 | 7.5 |
| ROA | (%) | 8.8 | 6.5 | 4.0 | 3.1 | 3.8 |
| Total asset turnover | | 1.9 | 1.8 | 1.6 | 1.3 | 1.4 |
| Net interest-bearing debts/Net asset | (%) | 15.6 | 36.1 | 40.7 | 43.4 | 63.6 |
| D/E ratio | | 0.3 | 0.6 | 0.7 | 0.8 | 0.8 |
| Current ratio | (%) | 170.6 | 159.6 | 148.1 | 174.2 | 153.8 |
| Accounts receivable turnover ratio | (day) | 69.7 | 64.7 | 61.6 | 73.8 | 67.9 |
| Inventory turnover ratio | (day) | 49.3 | 59.5 | 71.1 | 79.1 | 76.2 |
| PBR | (X) | 2.1 | 1.2 | 1.2 | 1.3 | 1.0 |
| PER | (X) | 16.8 | 10.9 | 19.5 | 42.3 | 14.7 |

CAPITAL STRUCTURE

| | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
|--|----------|----------|----------|----------|----------|
| (JPY in millions) | | | | | |
| Total asset | 130,526 | 137,350 | 143,391 | 144,436 | 169,921 |
| Liability | 72,916 | 81,334 | 85,141 | 87,937 | 103,551 |
| interest-bearing debt | 19,553 | 32,969 | 38,667 | 47,471 | 51,350 |
| Net asset | 57,609 | 56,016 | 58,249 | 56,498 | 66,369 |
| Capital-to-asset ratio (%) | 43.9 | 40.5 | 40.3 | 38.8 | 38.8 |
| Closing stock price (JPY) | 2,418 | 1,430 | 1,523 | 1,543 | 1,416 |
| Capital-to-asset ratio at market value (%) | 91.3 | 49.2 | 50.2 | 50.5 | 39.4 |
| Issued stock (thousand) | 50,400 | 50,400 | 50,400 | 50,400 | 50,400 |
| BPS | 1,162.33 | 1,178.04 | 1,224.26 | 1,186.71 | 1,393.92 |

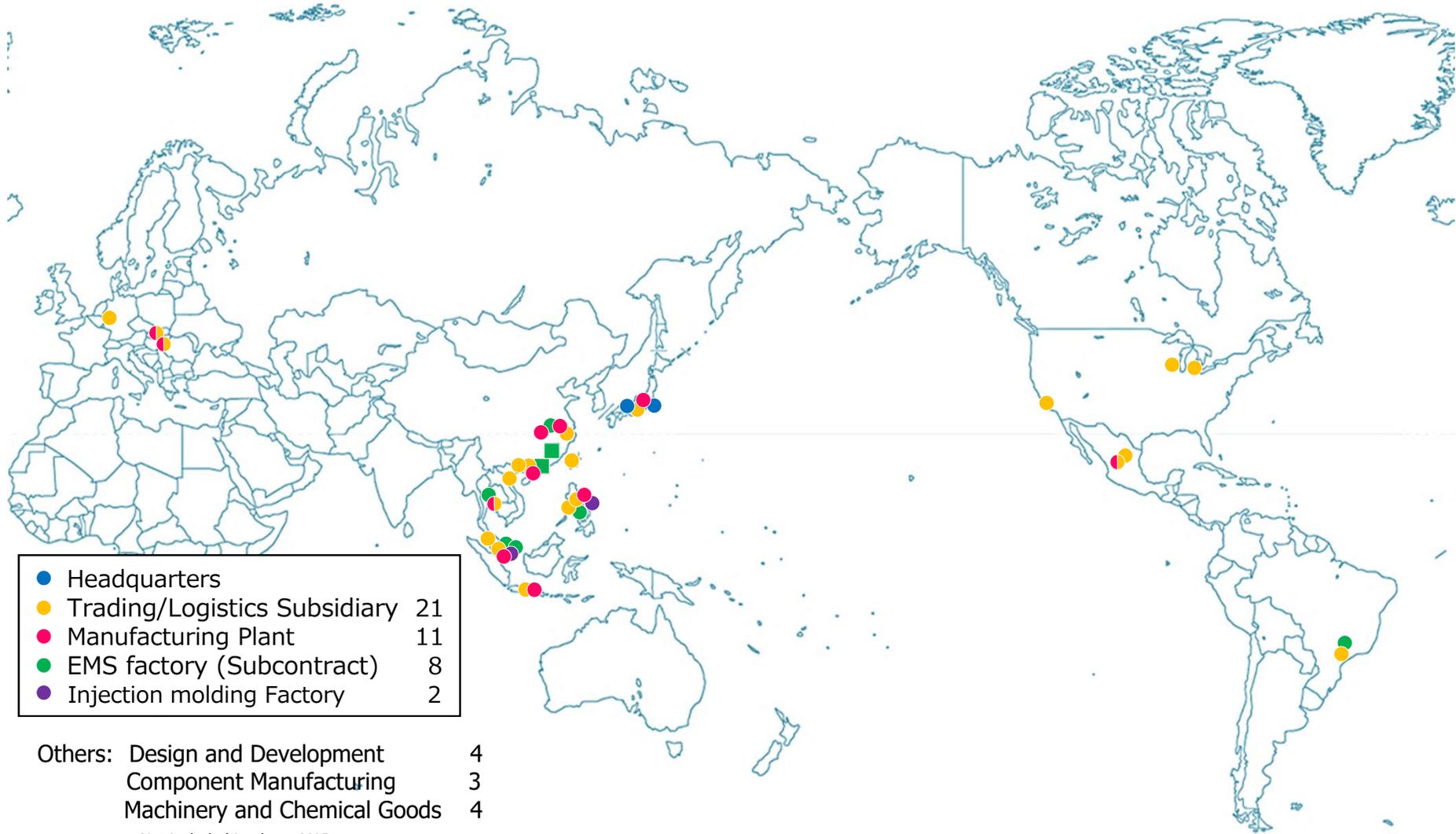
※The Company conducted a two-for-one stock split of its common stock on April 1, 2018 and adjusted the figures retroactively.

SALES BY MARKET SECTOR

| (JPY in millions, %) | FY2020 | | | | FY2021 | | | |
|-------------------------------|--------|---------|-----------|-------|----------------|----------------|----------------|--------------|
| | 1H | 2H | full year | % | 1H | 2H | full year | % |
| Automotive-related equipments | 39,364 | 58,995 | 98,359 | 54.2 | 61,962 | 65,355 | 127,317 | 56.1 |
| Home appliances | 17,477 | 17,056 | 34,534 | 19.0 | 19,674 | 22,176 | 41,850 | 18.4 |
| Industrial equipments | 11,623 | 11,307 | 22,930 | 12.6 | 11,632 | 11,150 | 22,782 | 10.0 |
| Information equipments | 8,271 | 8,048 | 16,318 | 9.0 | 10,108 | 10,457 | 20,565 | 9.1 |
| Electronics others | 564 | 1,598 | 2,162 | 1.2 | 1,272 | 1,647 | 2,919 | 1.3 |
| Machinery and others | 2,935 | 4,360 | 7,295 | 4.0 | 4,822 | 6,579 | 11,401 | 5.0 |
| Total | 80,234 | 101,364 | 181,598 | 100.0 | 109,470 | 117,363 | 226,833 | 100.0 |

SIIX GLOBAL NETWORK

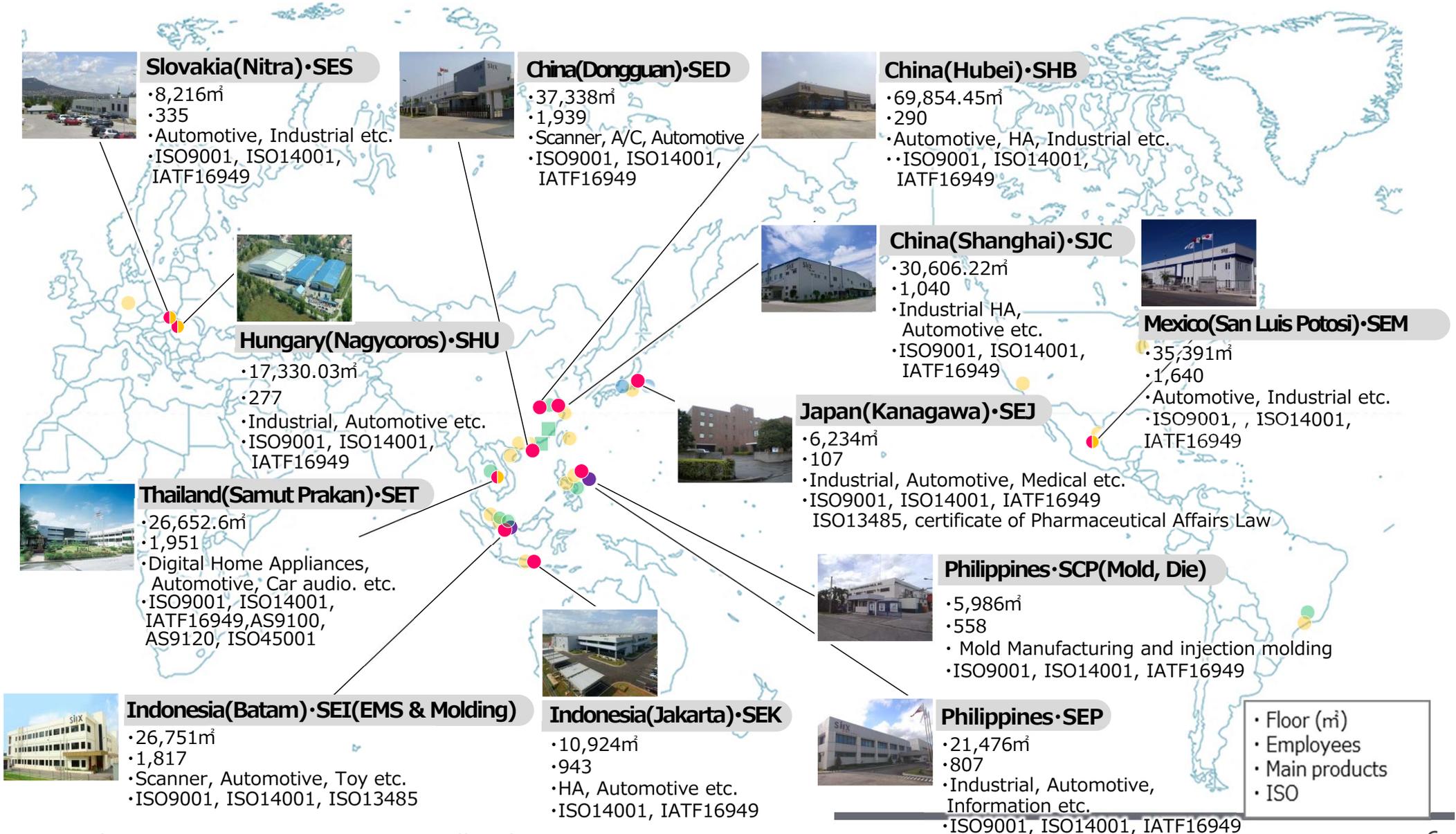
(as of end of Dec. 2021)



SIIX GLOBAL NETWORK

■ Manufacturing Factory

(as of end of Dec. 2021)



SIIX GLOBAL NETWORK

■ Sales & Logistics

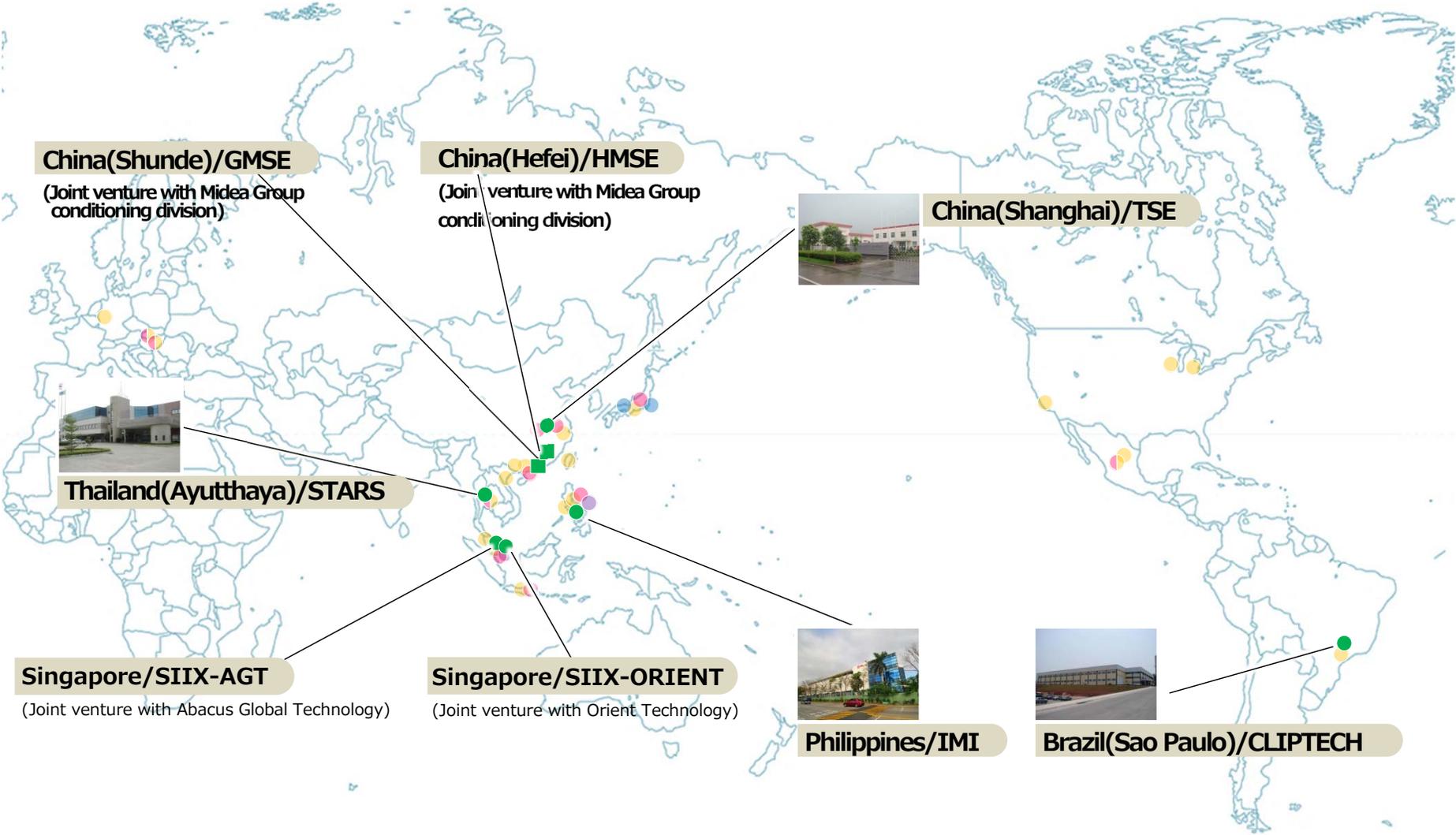
(as of end of Dec. 2021)



SIIX GLOBAL NETWORK

■ Subcontract Factory & Affiliates

(as of end of Dec. 2021)



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