

Consolidated Financial Result of 1H, FY2025

August 2025

SIIX Corporation





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Consolidated Financial Result of 1H, FY2025

Profit and Loss

	1H, FY2024		1H, FY2025		1H, FY2024 vs. 1H, FY2025		Impact of change in FX	1H, FY2024 vs. 1H, FY2025, net	
(JPY in millions)	amount	%	amount	%	diff.	%		diff.(net)	%
Sales	149,357	100.0	142,914	100.0	-6,443	-4.3	-1,381	-5,061	-3.4
Gross Profit	13,456	9.0	14,343	10.0	886	6.6	-110	997	7.4
SGA	9,811	6.6	9,566	6.7	-244	-2.5	-118	-125	-1.3
Operating Income	3,645	2.4	4,776	3.3	1,131	31.0	7	1,123	30.8
Ordinary Income	3,804	2.5	4,766	3.3	961	25.3	Exchange rate		
Extraordinary Income & Loss	0	0.0	-	-	-0	-	1H, FY2024	1H, FY2025	
							USD	151.99	148.34
Corporate tax	1,937	1.3	1,642	1.1	-295	-15.3	EUR	162.49	
							HKD	19.44	19.03
Profit attributable to owners of parent	1,891	1.3	3,135	2.2	1,243	65.7	THB	4.43	
							RMB	21.03	20.44

Scope of Consolidation

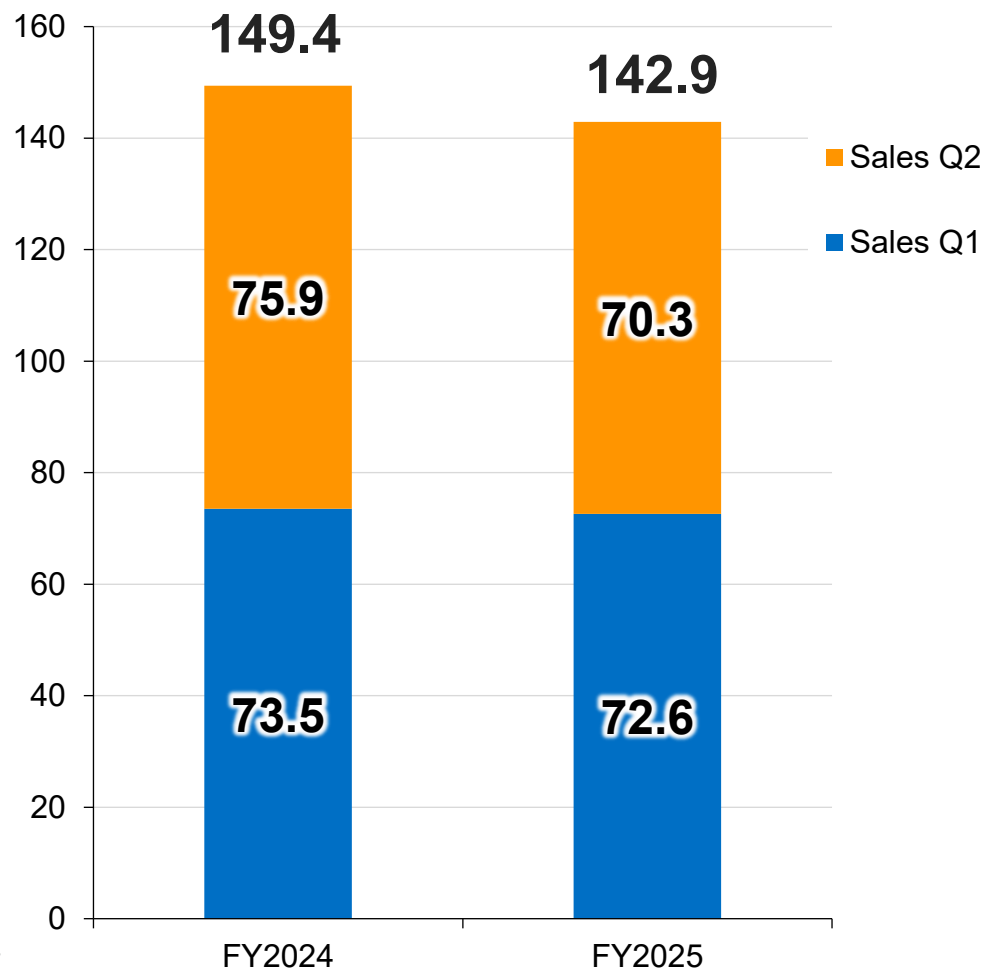
	End of 1H, FY2024	Changes		End of 1H, FY2025
		Increase	Decrease	
Consolidated Subsidiary	22	-	-	22
Equity Method Affiliate	3	-	-	3



Consolidated Financial Result of 1H, FY2025

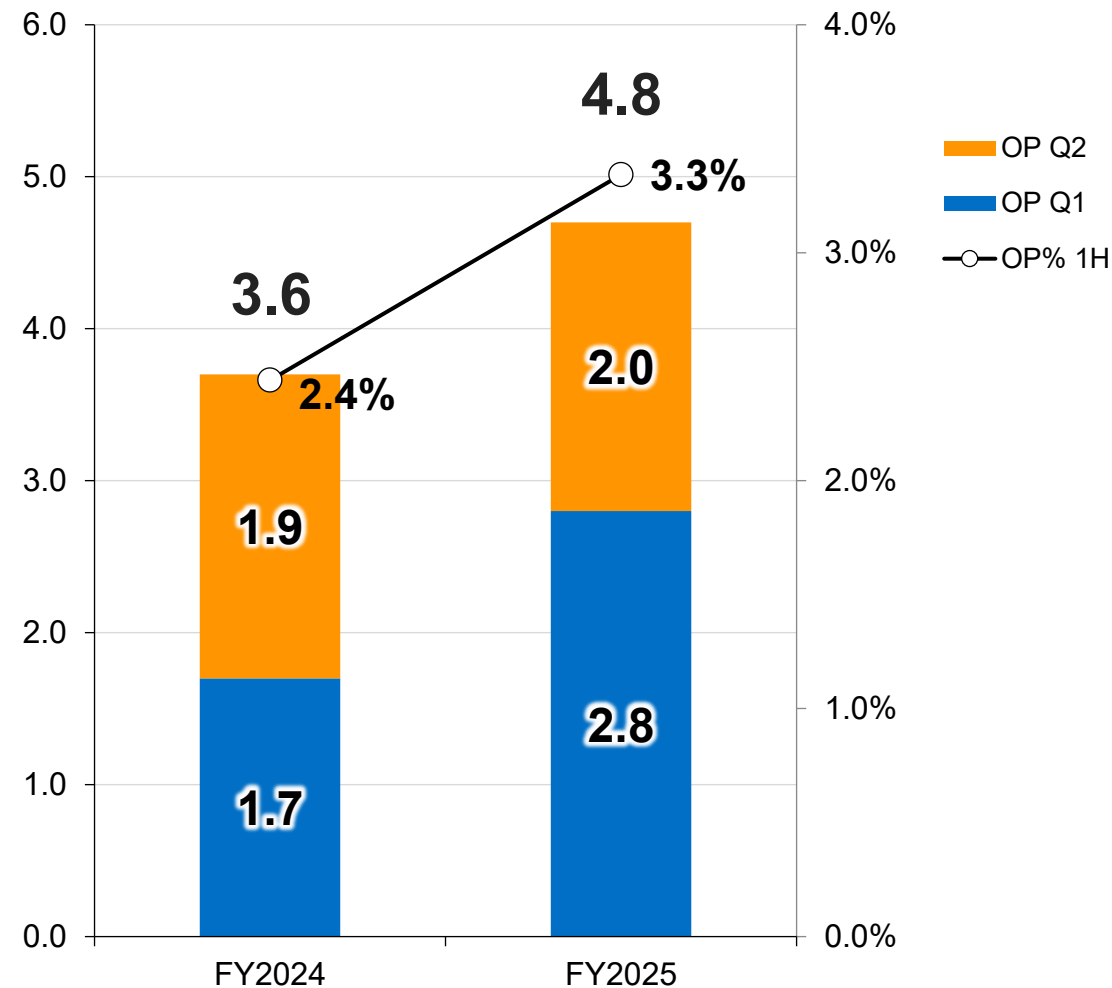
• Sales

(JPY in billions, %)



• Operating Profit

(JPY in billions, %)

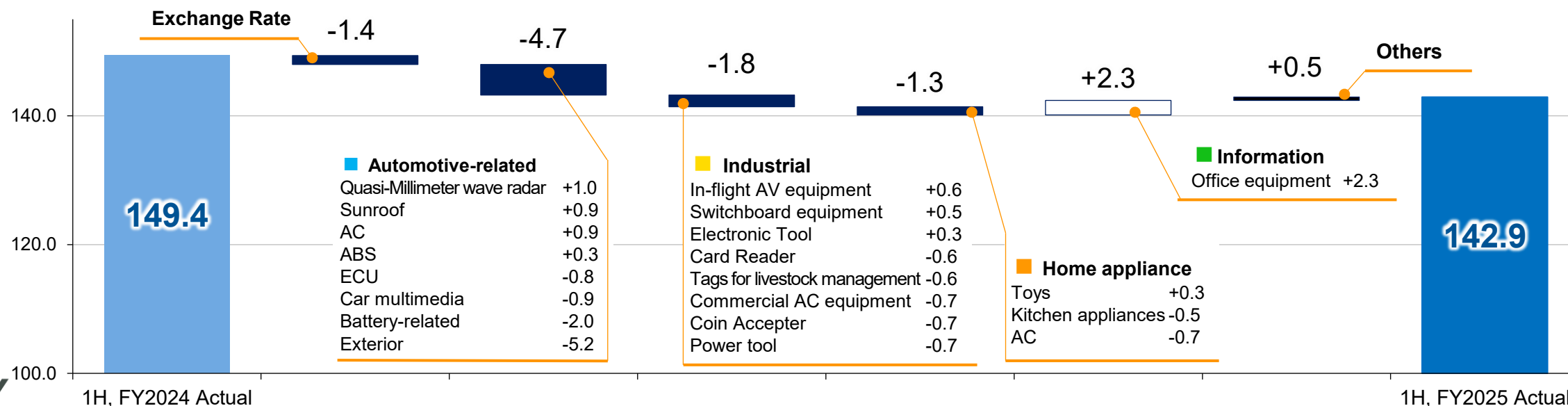
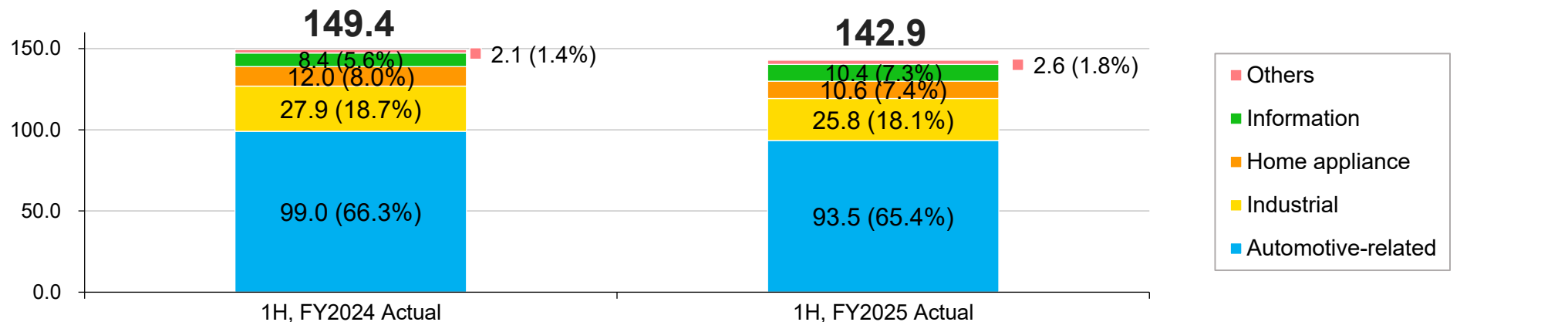




Consolidated Financial Result of 1H, FY2025

• Sales by Market Sector

(JPY in billions, %)

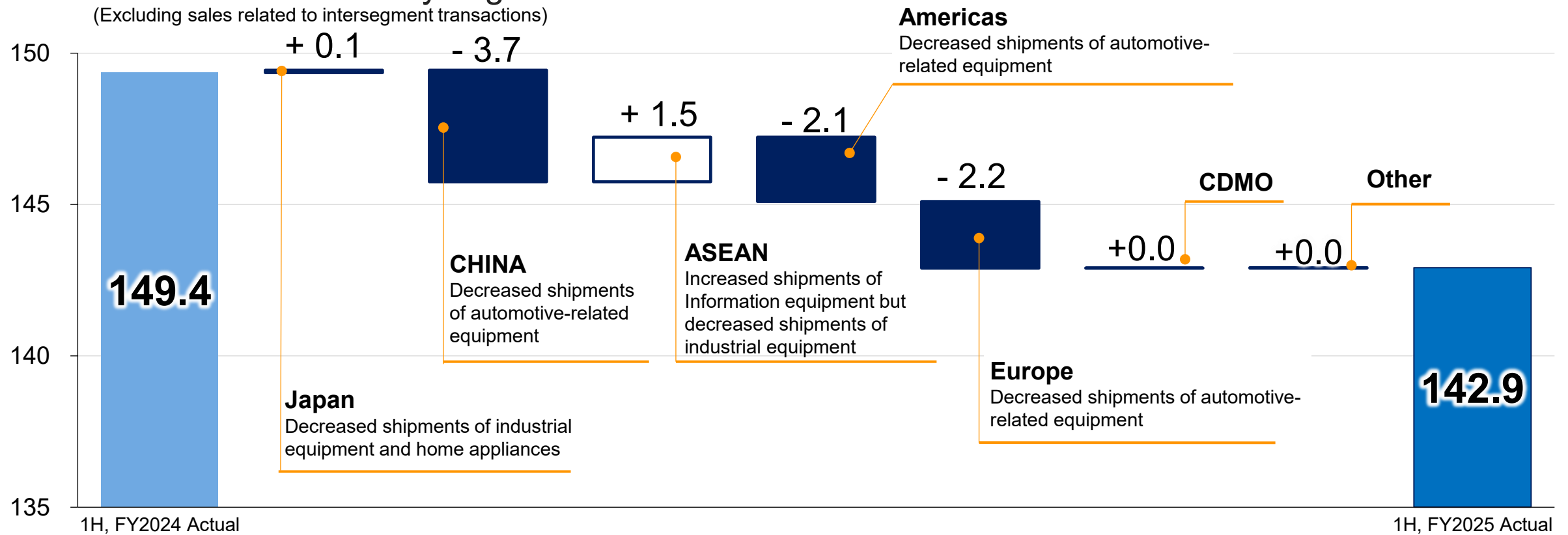




Consolidated Financial Result of 1H, FY2025

Consolidated Sales by segment (Excluding sales related to intersegment transactions)

(JPY in billions)

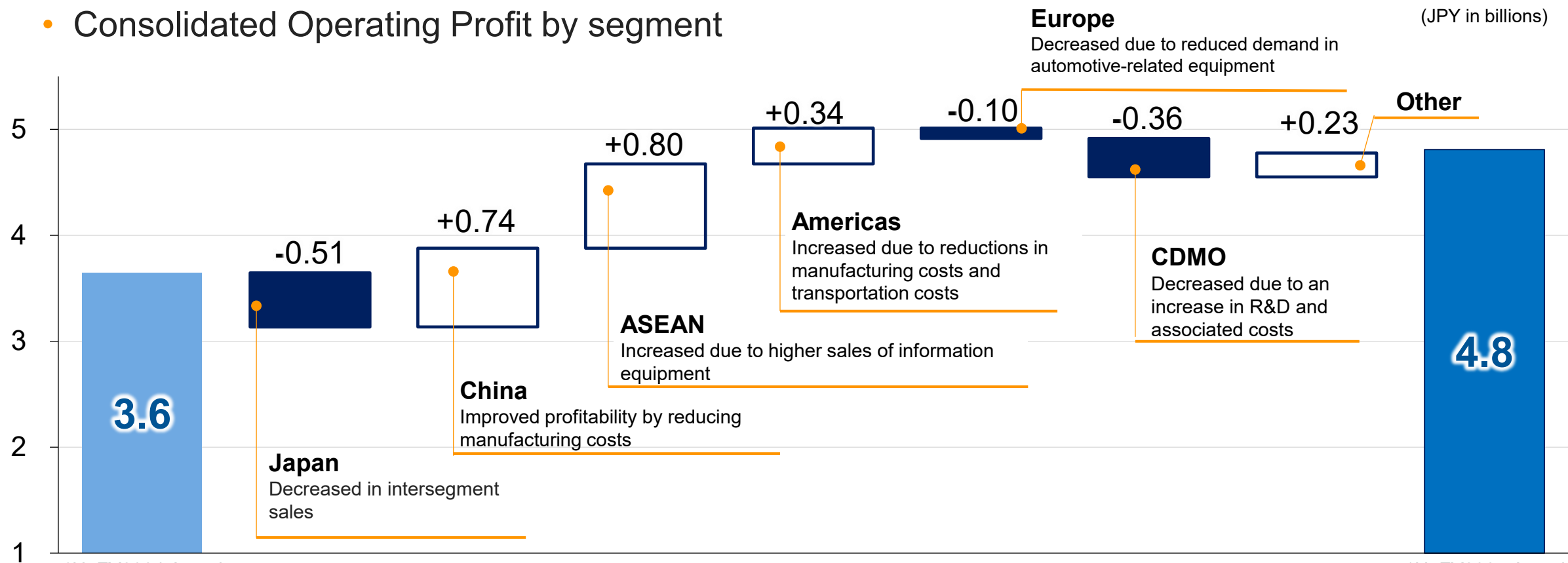


(JPY in billions)	Japan	CHINA	ASEAN	Americas	Europe	CDMO	Other	TOTAL
1H, FY2024	27.7	31.0	44.5	32.3	13.5	0.0	0.3	149.4
1H, FY2025	27.8	27.3	46.0	30.2	11.3	0.0	0.4	142.9



Consolidated Financial Result of 1H, FY2025

Consolidated Operating Profit by segment



1H, FY2024 Actual

1H, FY2025 Actual

(JPY in billions, OP% *)	Japan	%	CHINA	%	ASEAN	%	Americas	%	Europe	%	CDMO	%	Other	%	TOTAL	%
1H, FY2024	0.82	1.7	-0.25	-	1.38	2.6	2.11	5.4	-0.47	-	-0.09	-	0.14	-	3.6	2.4
1H, FY2025	0.31	0.7	0.50	1.3	2.17	4.0	2.45	6.6	-0.57	-	-0.46	-	0.37	-	4.8	3.3

* The denominator is calculated based on sales including intersegment sales.



Consolidated Financial Result of 1H, FY2025

- SGA

(JPY in millions)	1H, FY2024		1H, FY2025		Changes	
	amount	%	amount	%	amount	%
Personnel expenses	4,721	3.2	4,592	3.2	-129	-2.7
Traveling and communication expenses	241	0.2	220	0.2	-21	-8.7
Freightage and packing expenses	1,451	1.0	1,281	0.9	-170	-11.7
Commission fee	667	0.4	761	0.5	93	14.0
Rent expenses on real estates	146	0.1	98	0.1	-48	-33.0
Depreciation	941	0.6	858	0.6	-83	-8.9
Other expense	1,639	1.1	1,754	1.2	114	7.0
Total	9,811	6.6	9,566	6.7	-244	-2.5



Consolidated Financial Result of 1H, FY2025

- Non-Operating Profit and Loss

(JPY in millions)	1H, FY2024	1H, FY2025
Interest income	391	267
Dividends income	40	149
Share of gain of entities accounted for using equity method	19	56
Foreign exchange gains	137	—
Subsidy Income	92	145
Gain on sales of goods	129	29
Gain on sales of scraps	97	81
Other	331	235
Non-operating income	1,241	965
Interest expenses	842	472
Foreign exchange losses	—	255
Purchase of goods	65	8
Other	174	239
Non-operating expenses	1,081	975
Non-operating income/loss	159	-10



Consolidated Financial Result of 1H, FY2025

• Balance Sheet

(JPY in millions)	End of 1H, FY2024	End of FY2024	End of 1H, FY2025	Changes (1H, FY2024 vs. 1H, FY2025)		Changes (FY2024 vs. 1H, FY2025)			
				amount	%	amount	%	Impact of exchange rate	net
Current assets	171,960	156,211	142,869	-29,090	-16.9	-13,341	-8.5	-7,550	-5,790
<i>Notes and accounts receivable-trade</i>	62,298	61,665	56,664	-5,633	-9.0	-5,001	-8.1	-2,542	-2,458
<i>Inventories</i>	74,729	64,144	56,206	-18,522	-24.8	-7,938	-12.4	-2,901	-5,036
Noncurrent assets	64,752	61,273	55,630	-9,121	-14.1	-5,643	-9.2	-2,858	-2,784
Total asset	236,712	217,484	198,500	-38,211	-16.1	-18,984	-8.7	-10,409	-8,575
Current liabilities	92,909	78,469	68,057	-24,852	-26.7	-10,412	-13.3	-2,913	-7,499
<i>Accounts payable-trade</i>	40,742	41,000	38,598	-2,143	-5.3	-2,401	-5.9	-2,138	-263
<i>Short-term loans payable</i>	30,277	16,386	14,935	-15,341	-50.7	-1,450	-8.9	-82	-1,368
<i>Current portion of bonds payable</i>	5,000	5,000	—	-5,000	—	-5,000	—	—	-5,000
Noncurrent liabilities	42,842	37,981	34,647	-8,195	-19.1	-3,334	-8.8	-419	-2,915
<i>Corporate bonds</i>	15,000	15,000	15,000	—	—	—	—	—	—
<i>Long-term loans payable</i>	20,643	16,479	13,697	-6,946	-33.6	-2,781	-16.9	-308	-2,473
Total liability	135,752	116,451	102,704	-33,047	-24.3	-13,747	-11.8	-3,332	-10,414
Net assets	100,959	101,033	95,795	-5,164	-5.1	-5,237	-5.2	-7,077	1,839
Minority interests	563	539	495	-68	-12.1	-43	-8.1	-32	-10
Total asset and liability	236,712	217,484	198,500	-38,211	-16.1	-18,984	-8.7	-10,409	-8,575



Consolidated Financial Result of 1H, FY2025

- Cash Flow

(JPY in millions)	1H, FY2023	1H, FY2024	1H, FY2025	FY2023	FY2024
Net cash from operating activities	5,210	6,165	13,146	19,796	23,097
Net cash from investing activities	-5,805	-4,916	-291	-10,392	-9,088
Net cash from financing activities	-887	5,883	-10,121	-5,989	-12,320
Cash and cash equivalents	13,334	27,416	22,953	18,059	21,769
Debt to annual cash flow ratio (years)	-	-	-	3.2	2.5
Interest coverage ratio (X)	9.0	7.7	22.5	13.2	15.7



Consolidated Financial Forecast of FY2025

(JPY in millions)	FY2023 Actual		FY2024 Actual		FY2025 Forecast		FY2024 vs. FY2025	
		%		%		%	diff.	%
Sales	309,768		302,314		300,000		-2,314	-0.8
Operating income	12,254	4.0	8,559	2.8	8,500	2.8	-59	-0.7
Ordinary income	11,849	3.8	8,288	2.7	7,500	2.5	-789	-9.5
Profit attributable to owners of parent	8,185	2.6	3,754	1.2	5,200	1.7	1,445	38.5
Net income per share (JPY)	173.56		79.75		110.43		30.68	38.5

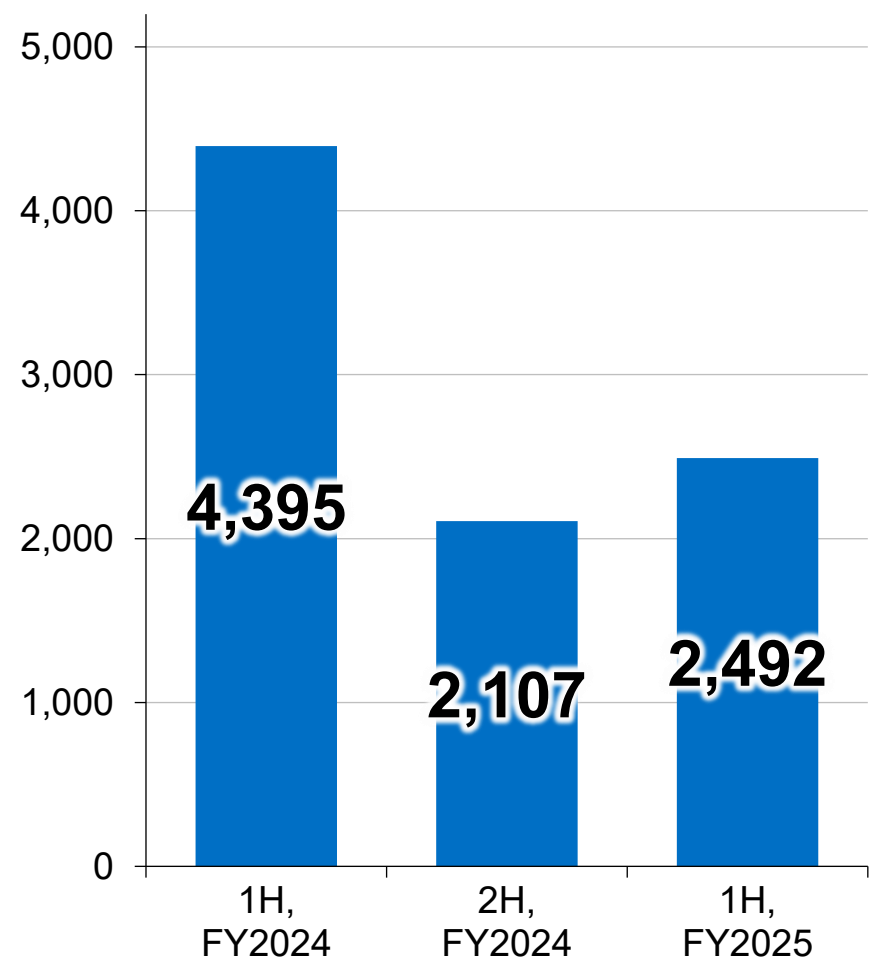
Assumption rate(USD)	¥140.40	¥151.48	¥149.00
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Consolidated Financial Result of 1H, FY2025

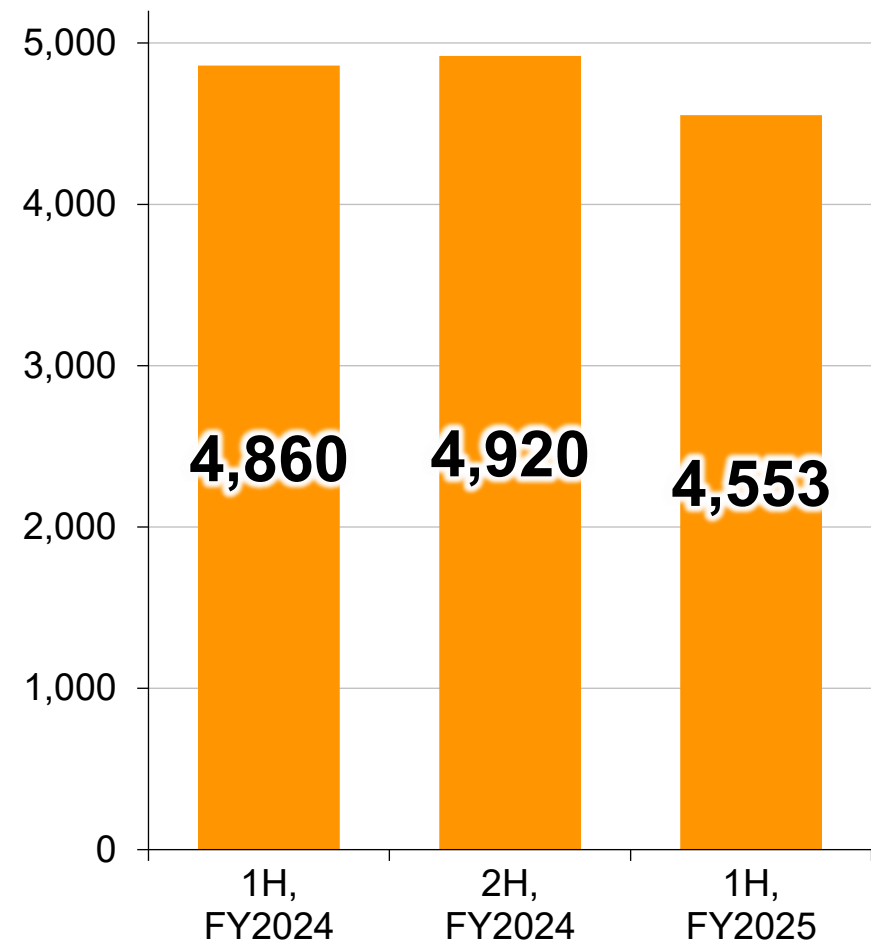
• CAPEX

(JPY in millions)



• Depreciation

(JPY in millions)



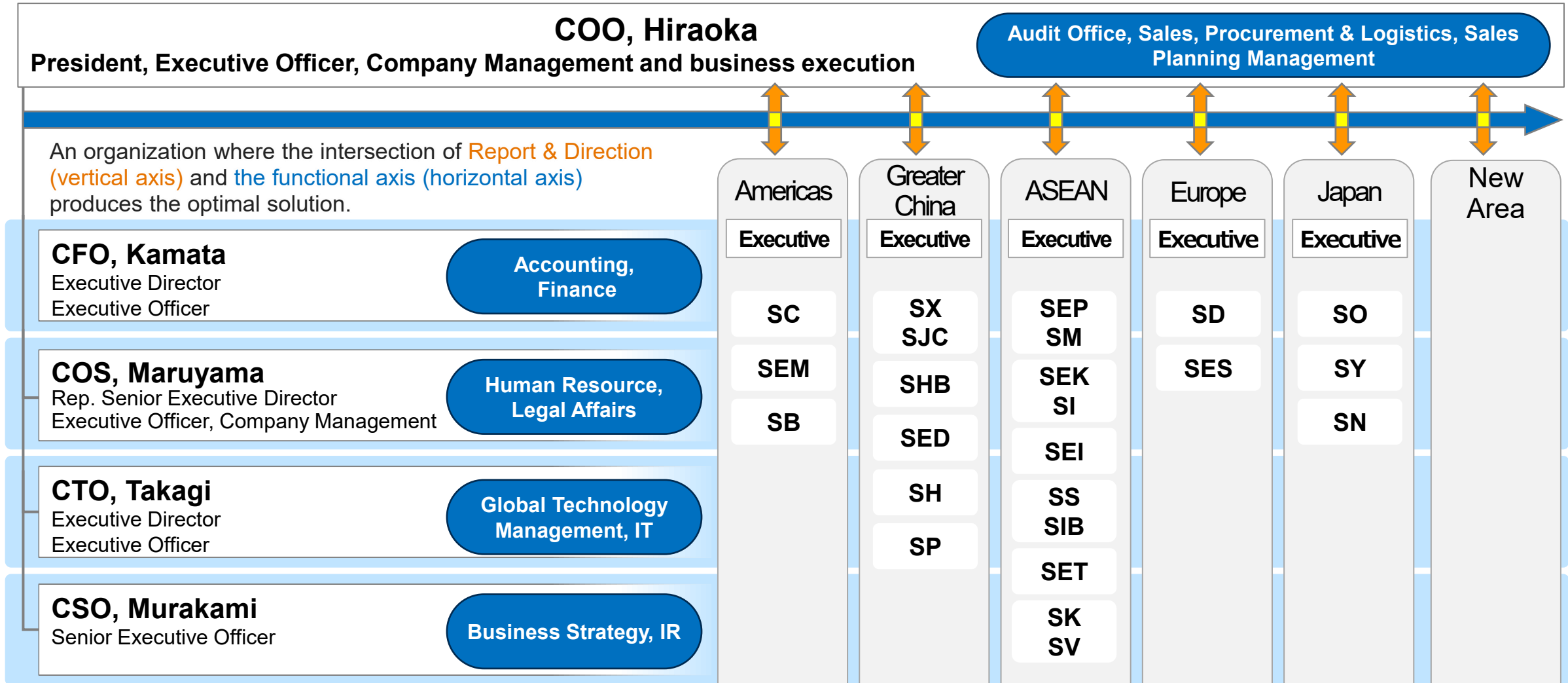


Topics

- Completed site selection for a domestic manufacturing facility in preparation for clinical trial-scale production
- Established SIIX Innominds, a joint venture with Innominds, to strengthen JDM business in IoT and edge computing
- Expanded business with Chinese automotive Tier 1 suppliers, securing multiple project wins
- Deepened business collaboration with component manufacturers
- Expanded business in battery-related and sensor-related fields
- Secured a security robot business deal in Singapore
- Promoting market development jointly with Sakata INX
- Strengthened internal structure with cross-functional integration on a global scale

Strengthened internal structure

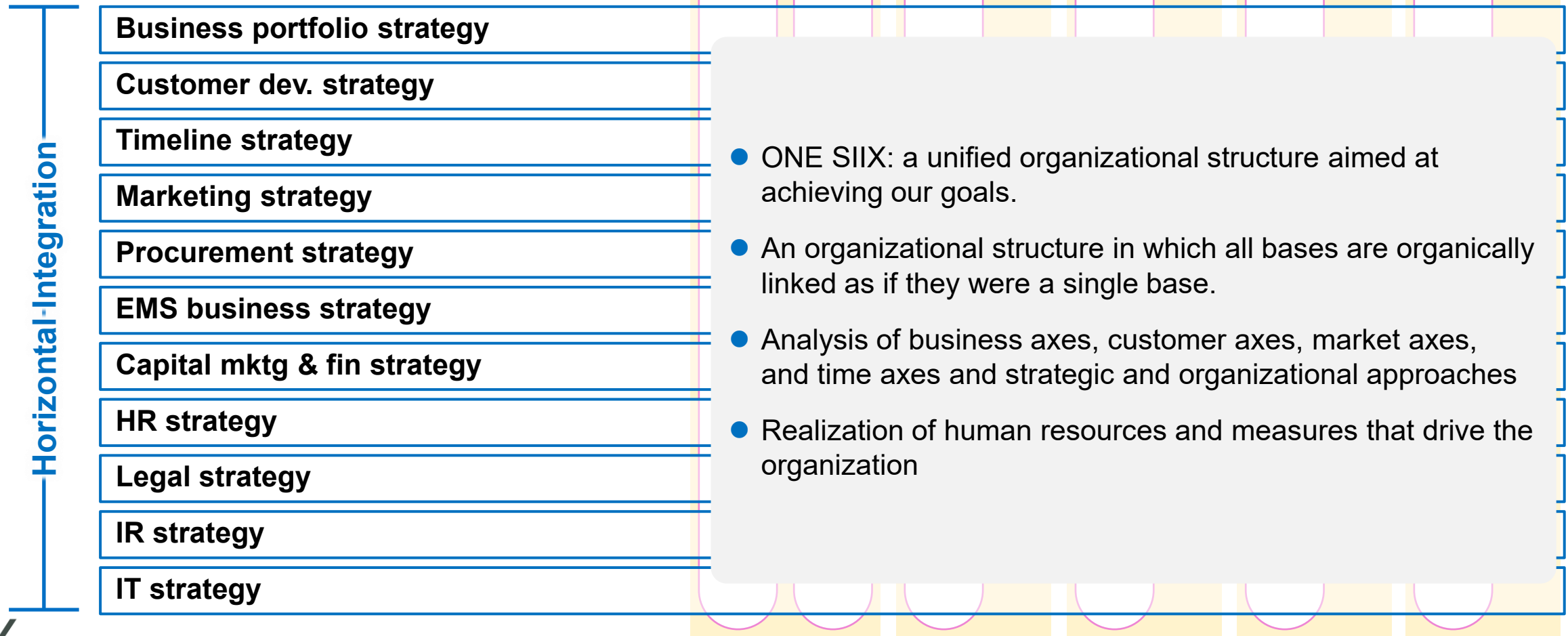
Enhanced governance



Strengthened internal structure

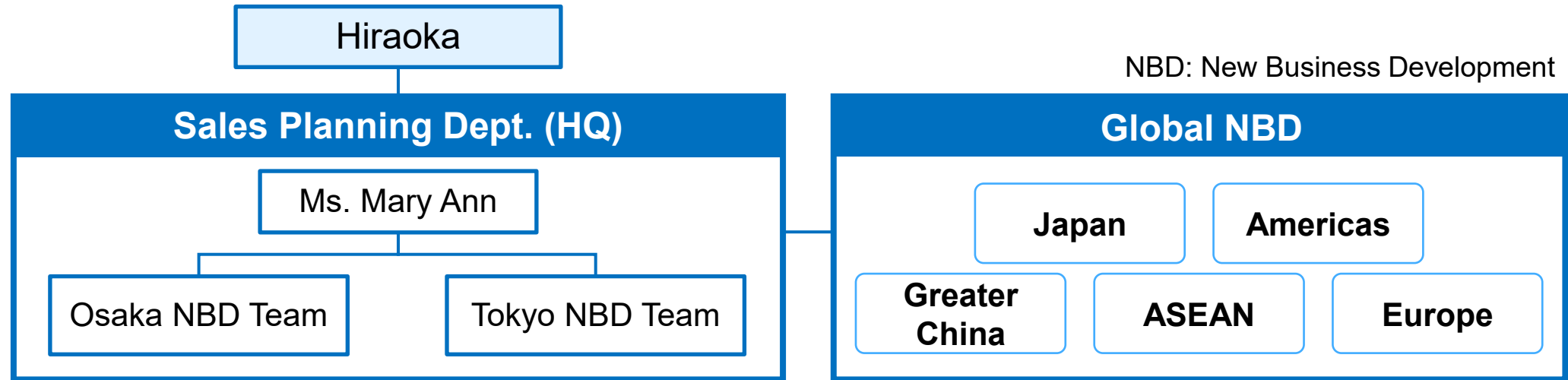
Organizational strategy

- Picture of Organizational structure



Strengthened internal structure

Establishment of Sales Planning Dept.



MISSION

- Marketing: Market analysis, customer analysis, and competitive analysis
- Formulation of sales strategies, Regional and global strategies
- Creating new business models and new added value
- Activating digitization = Utilization of Cloud-Based Information Sharing

Strengthened internal structure

Costing and Procurement Strategy

Procurement & Logistics Dept. (HQ)

Global Costing & Procurement

Costing and Procurement strategies, policies, contract negotiations with global suppliers, etc.

Logistics

Logistic price negotiation, optimization, arrangements, etc.

Coordination & Optimization

Regional Costing

Price negotiations with local suppliers, contracts, quotations, etc.
= Overseas Materials Management (Overseas IPO)

Local Procurement

Parts ordering, delivery management, inventory management, supplier evaluation, etc.

Regional Costing

Japan

Procurement
Logistics

Greater
China

Procurement
Logistics

ASEAN

Procurement
Logistics

Americas

Procurement
Logistics

Europe

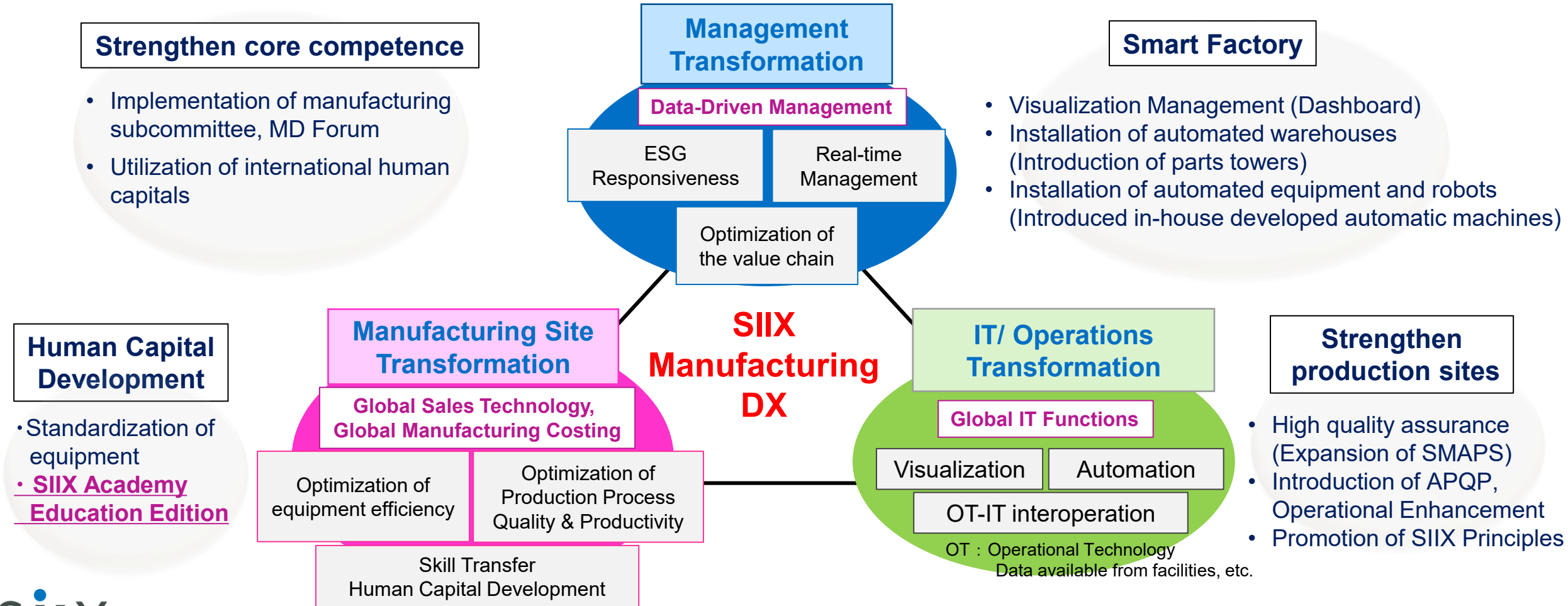
Procurement
Logistics

Procurement & Logistics Dept. (HQ) takes the lead in centralizing management of the supply chain.



Basic Policy and Activities of the SIIX's Manufacturing Plant

Promotion of Manufacturing DX (Digital transformation)



Strengthen core competence

Progress of the SIIX Manufacturing Academy

Purpose

Aiming to develop human capital necessary for manufacturing, establish "SIIX Manufacturing Academy" to improve technical capabilities and skills that form the basis of manufacturing, and establish a system for the continuous training.

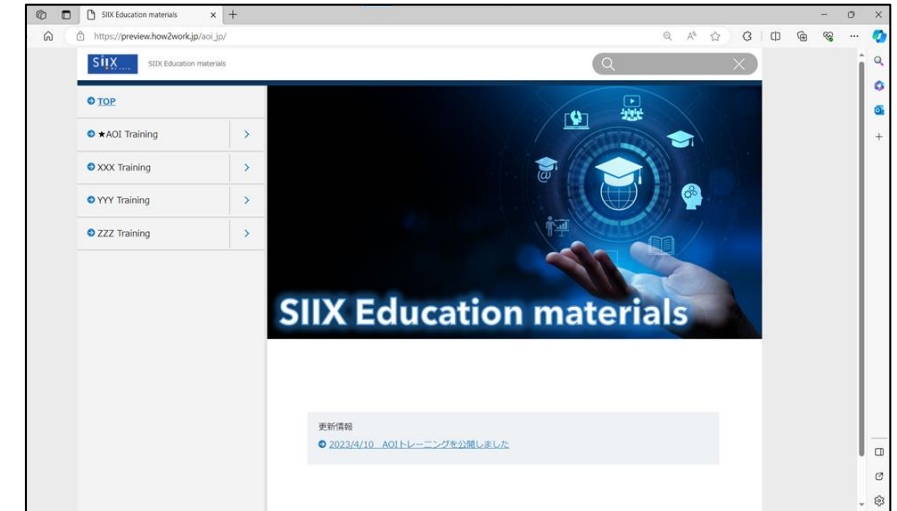
Available to All SIIX employees

- ✓ The academy is opened for not only engineers, but also managers, sales representatives, and overseas local employees.
- ✓ The curriculum consists of beginner, intermediate, and advanced courses in seven languages.

- Beginner level: Explanation of the outline of each process
- Intermediate level: Explanation of control methods and production methods for production
- Advanced level: Explanation of countermeasures against defective products

Courses are created for each manufacturing process

- ✓ 32 curricula created by process
- ✓ Post-training comprehension tests conducted by curriculum; 922 participants completed

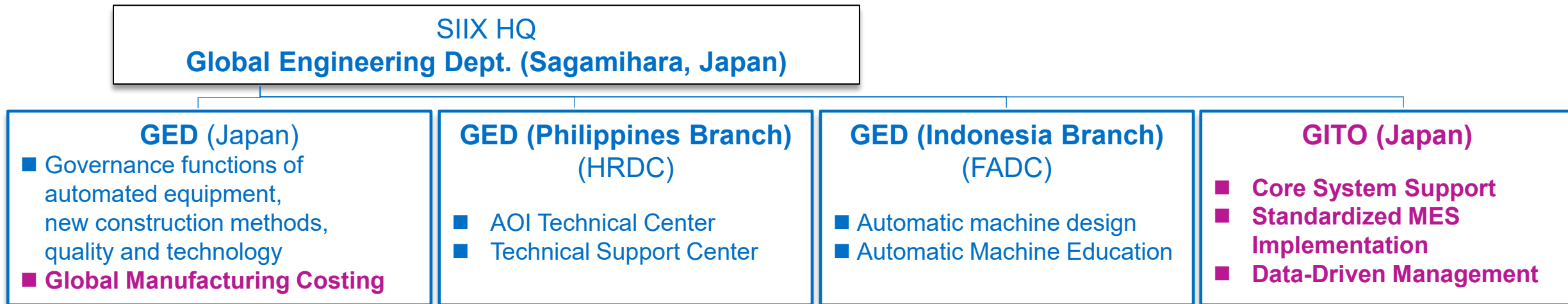


	As of August 2025	Beginner	Intermediate	Advanced
1	SMT Process	●	●	●
2	SPI	●	●	●
3	AOI	●	●	●
4	Wave Selective Soldering	●	●	●
5	ICT	●	●	●
6	FCT	●	●	●
7	PCB Depaneling	●	●	●
8	Coating	●	●	●
9	ESD Management	●	●	●
10	AXI	●	●	●
11	Packaging Design		●	
12	APQP		●	

Initiatives for Smart Factories

● Acceleration of automation through global structure

GED (Global Engineering Department) Japan
FADC (Factory Automation Development Center) Automated Machinery Design and Development Center in Indonesia
HRDC (Human Resource Development Center) Technical Support Center in Philippines
GITO (Global IT Operation) Japan



● Automation Promotion Activities

- Design and development of automated equipment → Equipment production and installation
- Production start-up and technical support → Equipment standardization and equipment governance functions

● Standardization of manufacturing systems

- Support for the introduction of core systems at each site
- Standardization and system governance functions of MES (Manufacturing Execution Systems)

👉 Promoting Data Driven Activities

Enhancement of production sites

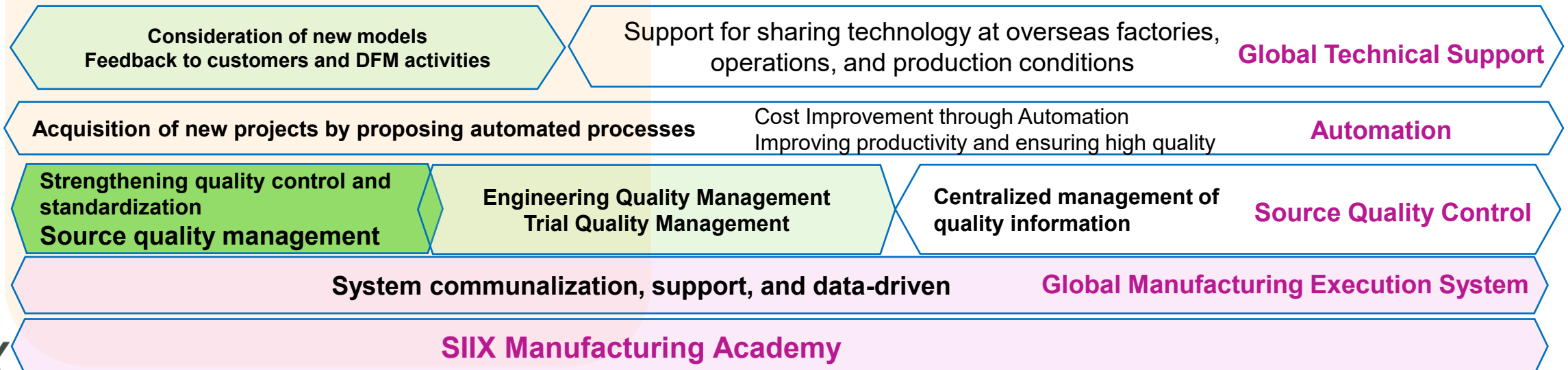
• Enhancement of end-to-end production processes

- Strengthening the support system for all processes by the technical team
 - Technology, quality, and automation support from the source
 - **Proposals to customers by the Sales Technology Group (Designing for Manufacturing)**
- Support for all sites through global functions
 - **Optimization of quotations through global manufacturing costing**
 - Acceleration of DX in manufacturing through global technologies
 - **Standardization of manufacturing execution systems through global IT functions**

New Project Introduction Process



• Sales Technology and Global Manufacturing Costing





Sustainability Initiatives – Reduction of total CO2 emissions

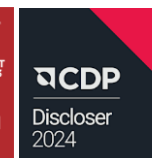
Environment

	Target (2030)	2021 (Base year)	2024 Actual *	CO2 emissions reduction activities
SCOPE 1		924t	1,033t	Promoting the use of EVs for company cars. (All bases)
SCOPE 2	vs 2021 42% cut ↓ Changing Goals 95.6% reduction	69,484t	0t vs 2021 100% cut	<p>Solar panels installed Already installed: 3 plants in China (Shanghai, Dongguan, Hubei), Mexico, Jakarta, Batam, Singapore To be installed in 2025: Thailand</p> <p>Switch electricity derived from renewable energy sources 100% at Sagamihara Plant and Europe area, 45% in the Philippines (expected to be 97% from 2025) 90% at Dongguan and Shanghai</p> <p>Purchase non-fossil certificates (Start of purchases in each country in 2025: Thailand, Mexico, Karawang, All 3 plants in China)</p> <p>Promote energy-saving activities Implement energy saving during downtime of solder hardening furnaces, consider energy-saving effects of centralized air conditioner management.</p> <p>Switch production facilities to energy-saving models Add power consumption as a criterion for capital investment.</p>
SCOPE 3	vs 2021 25% cut	583,026t	579,328t	Conduct regular interviews with suppliers and work together to improve the accuracy of emissions data and reduce CO2 emissions throughout the supply chain (Management by NTT data C Turtle started in 2025)
TOTAL		653,434t	580,361t	<ul style="list-style-type: none"> Obtained third-party guarantee in FY2023 (SCOPE 1,2,3) Selected as CDP Supplier Engagement Leader (FY2024) Obtained SBT Certification (Targets for 2030) CDP Score: Climate Change B (FY2024)

Renewable Energy Utilization Rate

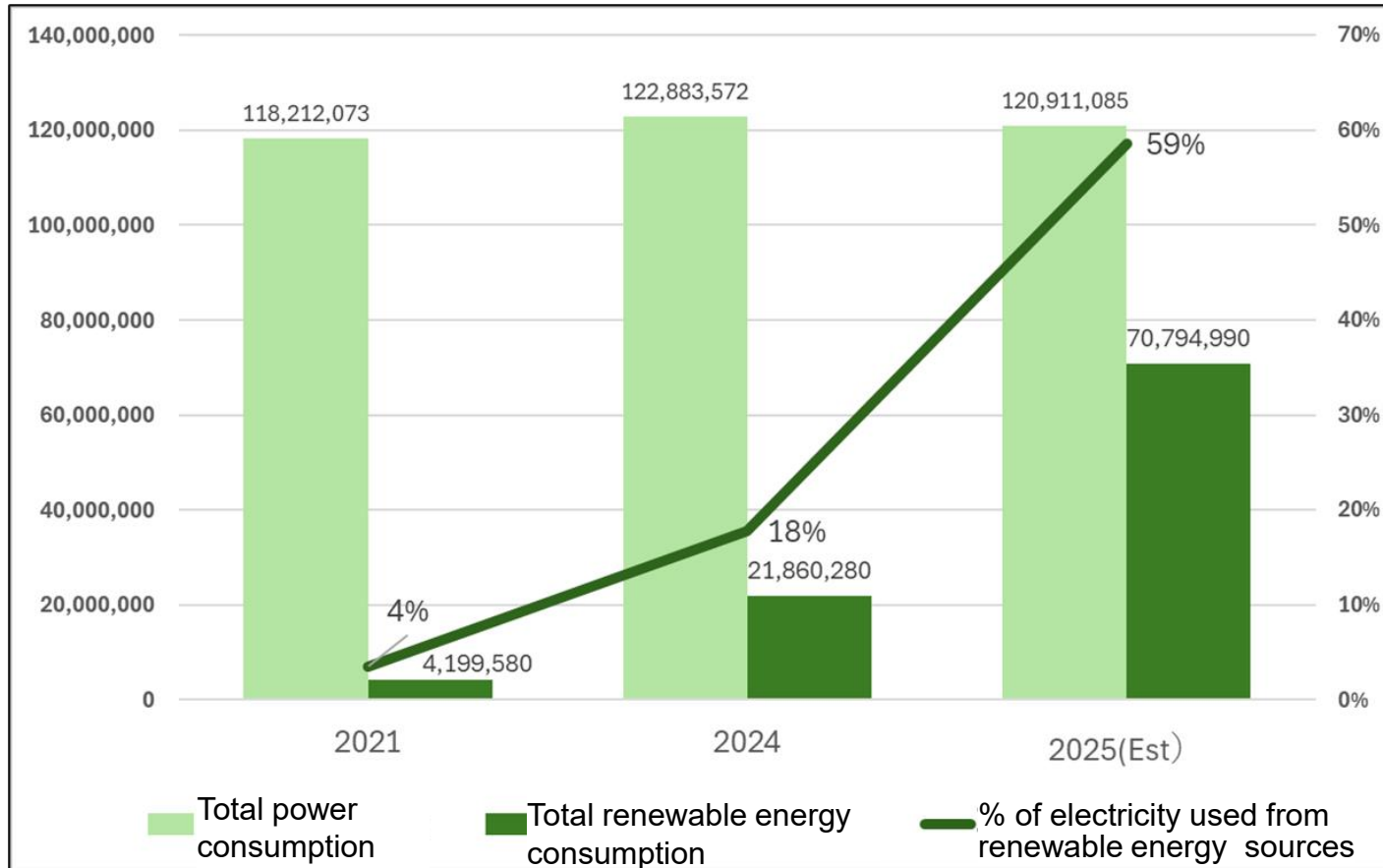
FY2021	4%
FY2023	15%
FY2024	18%
FY2025	59% (plan)

*Most Recent Estimated Value



Sustainability Initiatives

CO2 Reduction Activities (Scope 2)



Solar power installation status



Usage of Renewable Energy Electricity

Slovakia Plant, Hungary Plant, Sagamihara Plant (Japan), Philippines Plant, Germany Sales Office, Singapore Sales Office

Implemented in 2025

- Switch to renewable energy
Philippines (to 100%), Dongguan (90%), Shanghai (90%)
- Solar Power Generation
Singapore, Thailand
- Switch to purchasing emission credits in their own countries
All factories in China (Dongguan, Shanghai, Hubei), Thailand, Mexico, Karawang (Indonesia)



Sustainability Initiatives

- **Establishment of the Murai SIIX Foundation**

The Murai SIIX Foundation was established on July 17, 2024.

Following selection by the foundation's selection committee and a resolution by the board of directors, 23 scholarship recipients for the first term were decided on July 9 of this year, and scholarship payments have begun.

First payment recipients

12 men, 11 women, for a total of 23 students.

Breakdown:

6 countries (Indonesia, Vietnam, Malaysia, Thailand, Myanmar, Philippines)

8 universities (Kwansei Gakuin University, Doshisha University, Ritsumeikan University, Kansai Gaidai University, Kansai University, Ritsumeikan Asia Pacific University, Meiji University, Chuo University)

The website of the Murai SIIX Foundation has been opened.

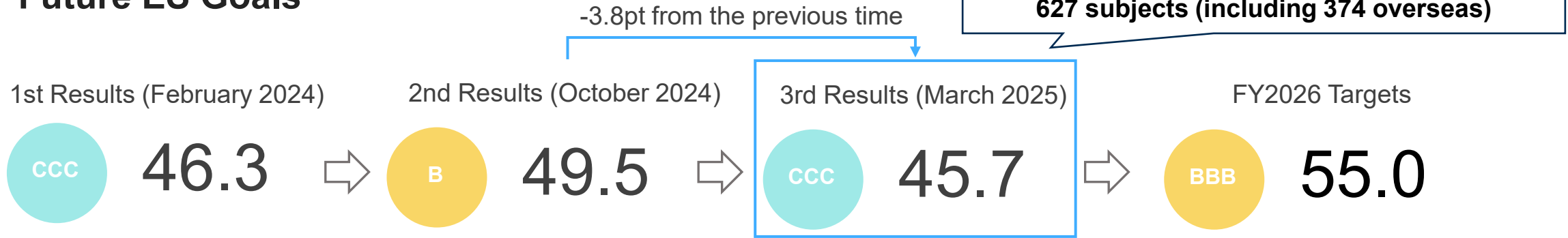
<https://www.siix.co.jp/en/corporate/foundation/>



Sustainability Initiatives

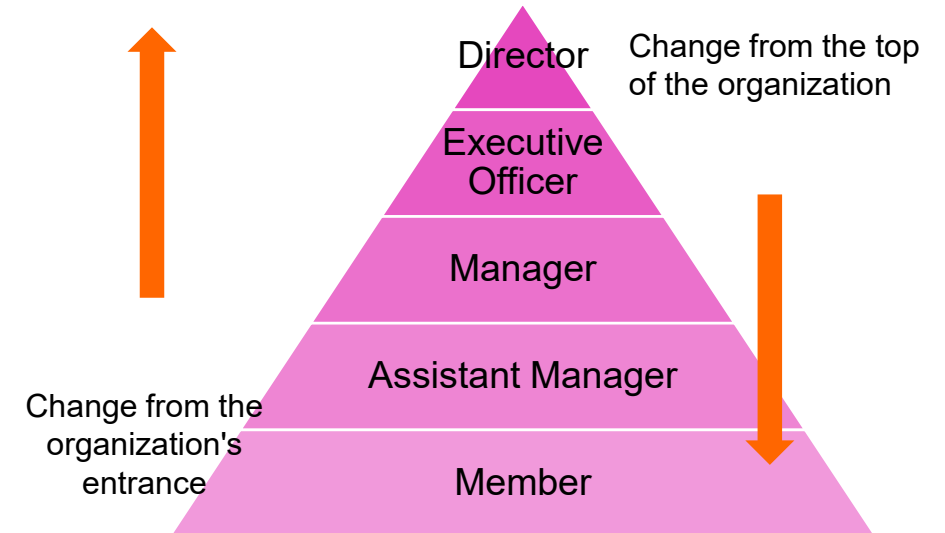
To achieve Engagement Score (ES) Goals

- Future ES Goals



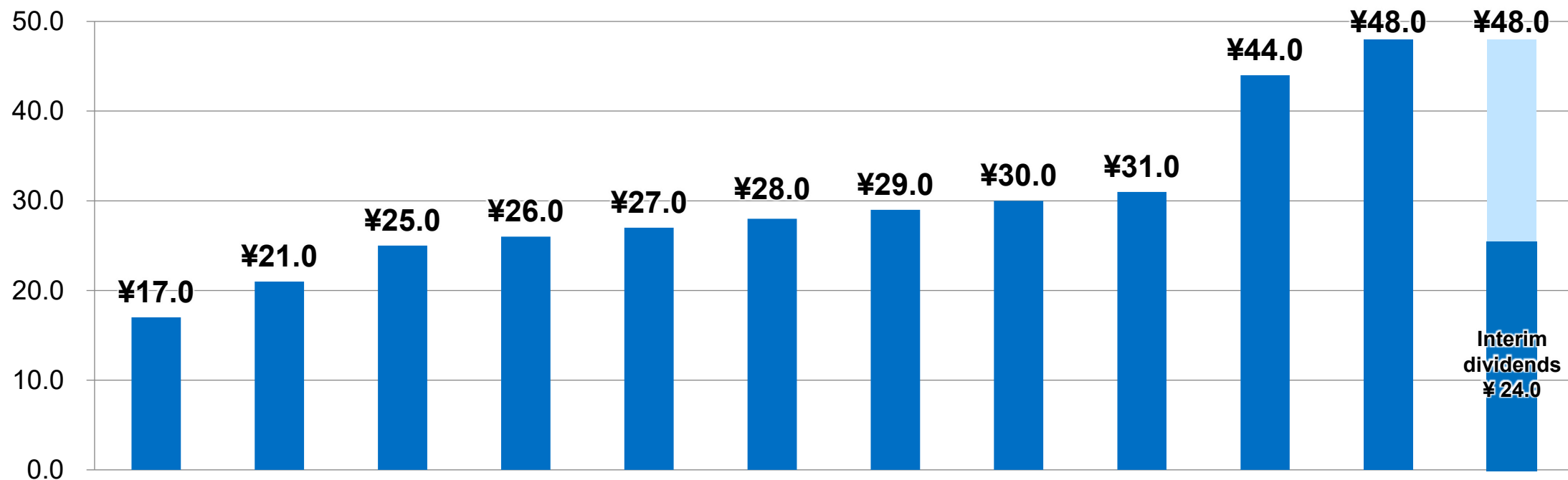
- Action Plan to Achieve Goals

- Each executive conducts an in-depth action plan and conducts SWOT analysis
- Enhancement of training programs for executives and different grades
- Continuation of global training program for young employees
- Continuation and development of SIIX Academy's efforts to instill its philosophy
- Improving new graduate recruitment activities
- Started compiling a 70-year company history as a corporate branding strategy (SIIX Archives)





Shareholder Return



	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025 (forecast)
Dividends per share(JPY)	17.0	21.0	※25.0	26.0	27.0	28.0	29.0	30.0	31.0	44.0	48.0	48.0
Dividends ratio(%)	19.4	15.2	18.7	18.1	20.5	35.8	79.5	31.1	31.0	25.4	60.2	43.5
# of Treasury Stock Acquisition			508,900		2,035,700					250,000		
Amount of treasury stock acquisition (JPY)	-	-	2,000 mil.	-	4,000 mil.	-	-	-	-	400 mil.	-	-

※includes commemorative dividend 1.00 yen



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Consolidated Financial Result of 1H, FY2025 <Appendix>

August 2025
SIIX Corporation





Profit and Loss

	1H, FY2023	1H, FY2024	1H, FY2025	FY2023	FY2024
(JPY in millions)					
Net sales	150,612	149,357	142,914	309,768	302,314
Operating income	5,711	3,645	4,776	12,254	8,559
Operating income ratio (%)	3.8	2.4	3.3	4.0	2.8
Ordinary income	5,855	3,804	4,766	11,849	8,288
Ordinary income ratio (%)	3.9	2.5	3.3	3.8	2.7
Profit attributable to owners of parent	3,941	1,891	3,135	8,185	3,754
Profit attributable to owners of parent ratio(%)	2.6	1.3	2.2	2.6	1.2
# of Consolidated subsidiaries	21	22	22	21	22
# of Equity method affiliates	3	3	3	3	3
# of Employees	11,394	10,061	8,960	11,052	9,538



Management Indicators

		1H, FY2023	1H, FY2024	1H, FY2025	FY2023	FY2024
ROE	(%)	-	-	-	9.9	4.0
ROA	(%)	-	-	-	5.6	3.8
Total asset turnover		0.7	0.7	0.7	1.5	1.4
Net interest-bearing debts/Net asset	(%)	61.3	45.1	23.4	49.1	31.6
D/E ratio		0.8	0.7	0.5	0.7	0.5
Current ratio	(%)	164.8	185.1	209.9	177.8	199.1
Accounts receivable turnover ratio	(day)	72.6	75.0	75.6	68.1	73.7
Inventory turnover ratio	(day)	90.1	89.6	76.8	85.6	82.1
PBR	(X)	0.85	0.60	0.58	0.77	0.57
PER	(X)	-	-	-	8.4	15.1



Capital Structure

	FY2020	FY2021	FY2022	FY2023	FY2024	1H, FY2025
(JPY in millions)						
Total asset	144,436	169,921	205,170	216,838	217,484	198,500
Liability	87,937	103,551	127,780	127,292	116,451	102,704
interest-bearing debt	47,471	51,350	63,150	61,984	54,577	45,330
Net asset	56,498	66,369	77,389	89,545	101,033	95,795
Capital-to-asset ratio (%)	38.8	38.8	37.5	41.1	46.2	48.0
Closing stock price (JPY)	1,543	1,416	1,277	1,463	1,206	1,166
Capital-to-asset ratio at market value (%)	50.5	39.4	29.4	31.8	26.1	27.7
Issued stock (thousand)	50,400	50,400	50,400	50,400	50,400	50,400
BPS	1,186.71	1,393.92	1,625.55	1,891.52	2,132.96	2,021.73



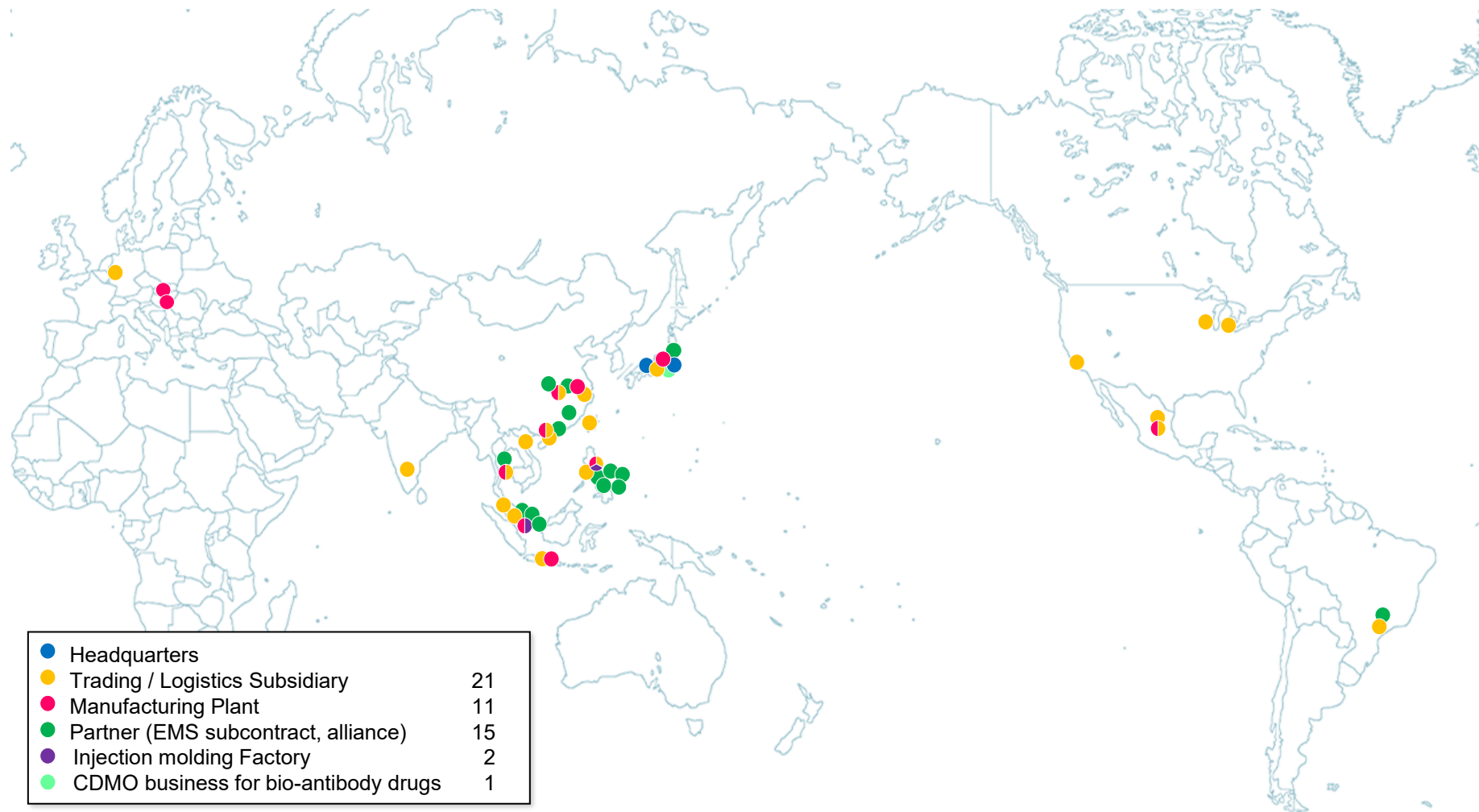
Sales by market sector

(JPY in millions, %)	1H, FY2023	1H, FY2024	1H, FY2025	FY2023		FY2024	
				full year	%	full year	%
Automotive-related equipments	90,166	98,998	93,457	192,673	62.2	197,932	65.5
Industrial equipments	32,037	27,915	25,839	61,601	19.9	56,294	18.6
Home appliances	14,007	11,957	10,603	26,500	8.6	24,774	8.2
Information equipments	12,170	8,393	10,423	24,349	7.9	18,222	6.0
Others	2,233	2,095	2,592	4,646	1.5	5,092	1.7
Total	150,612	149,357	142,914	309,768	100.0	302,314	100.0



SIIX GLOBAL NETWORK

(As of end of Jun. 2025)

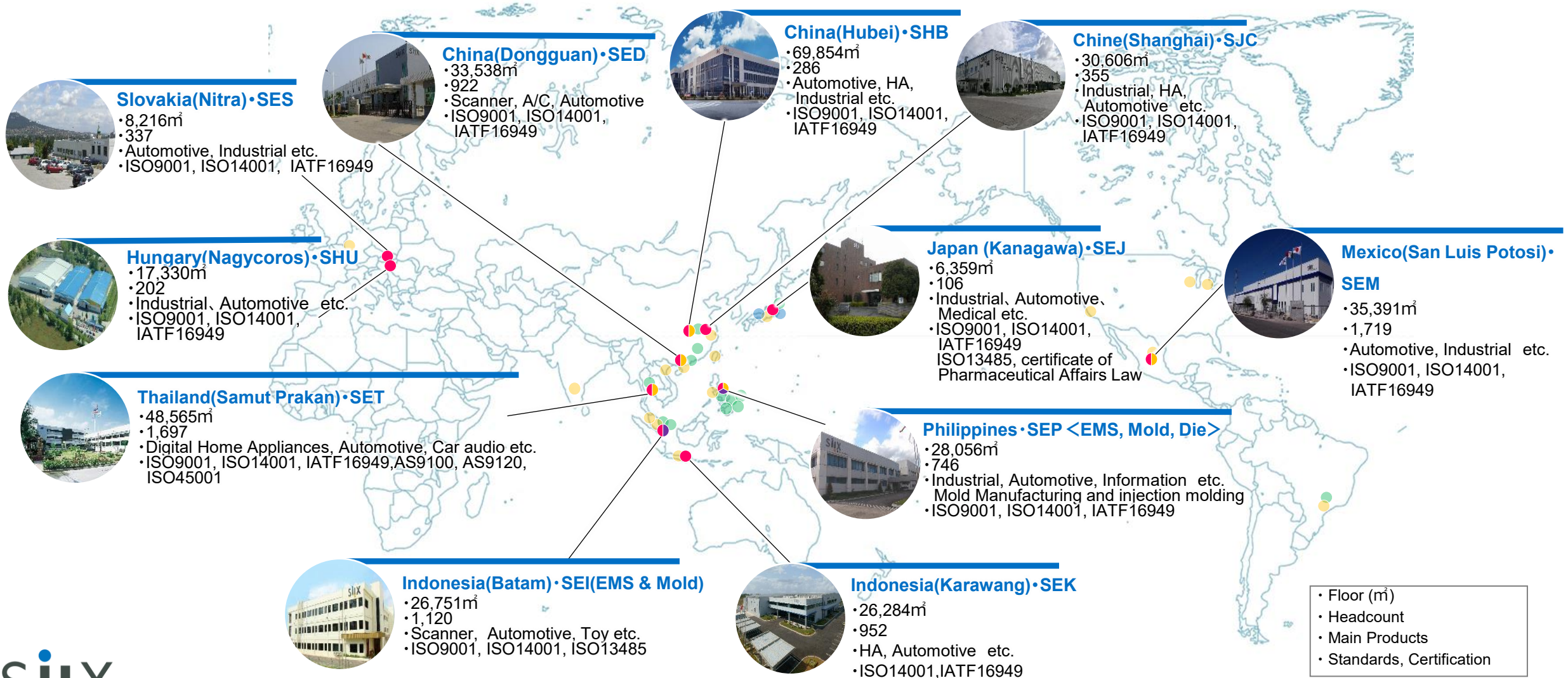


Others: Design and Development 4
Component Manufacturing 3
Machinery and Chemical Goods 4
※Not included in above MAP



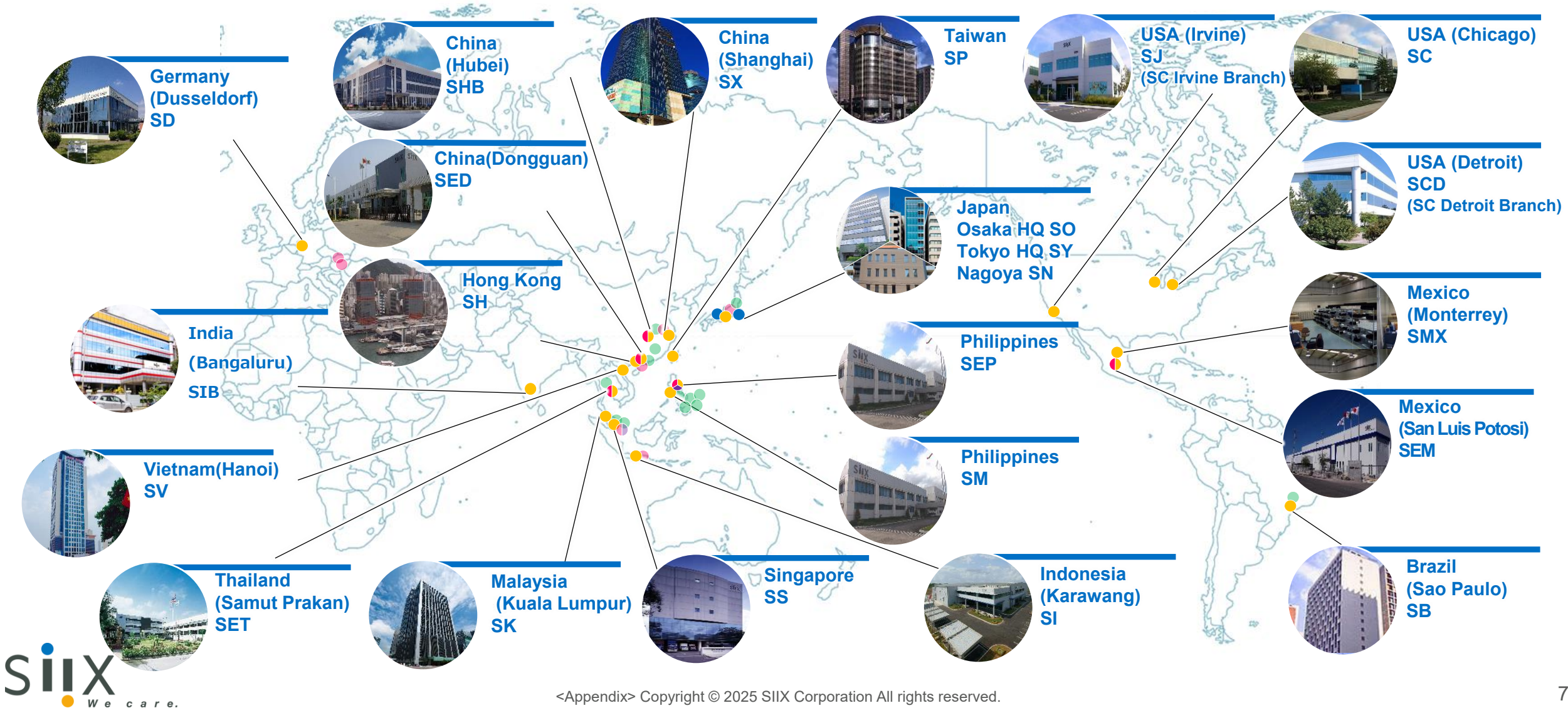
SIIX GLOBAL NETWORK – Manufacturing Factory

(as of end of Jun. 2025)



SIIX GLOBAL NETWORK – Sales & Logistics

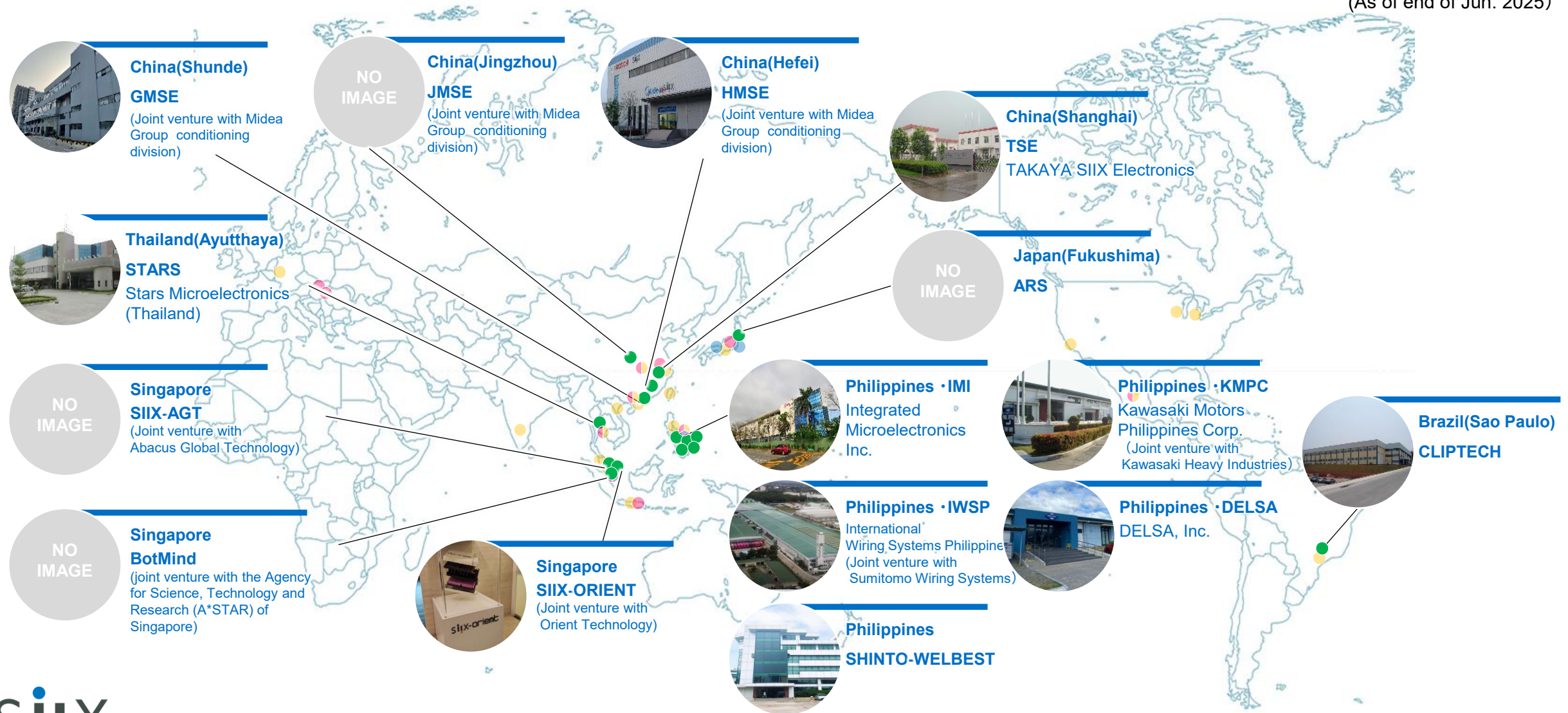
(as of end of Jun. 2025)





SIIX GLOBAL NETWORK – Partners (EMS Subcontract, Alliance, etc.)

(As of end of Jun. 2025)





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