

# Consolidated Financial Result of FY2025

February 2026

SIIX Corporation





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# Consolidated Financial Result of FY2025

- Profit and Loss

	FY2024		FY2025		FY2024 vs. FY2025		Impact of change in FX	FY2024 vs. FY2025, net		
	(JPY in millions)	amount	%	amount	%	diff.		%	diff.(net)	%
Sales		302,314	100.0	<b>289,491</b>	<b>100.0</b>	-12,822	-4.2	860	-13,683	-4.5
Gross Profit		28,607	9.5	<b>28,210</b>	<b>9.7</b>	-396	-1.4	-104	-292	-1.0
SGA		20,047	6.6	<b>19,356</b>	<b>6.7</b>	-691	-3.5	5	-697	-3.5
Operating Income		8,559	2.8	<b>8,853</b>	<b>3.1</b>	294	3.4	-109	404	4.7
Ordinary Income		8,288	2.7	<b>9,232</b>	<b>3.2</b>	943	11.4			
Extraordinary Income & Loss		-2,322	-0.8	<b>-2,613</b>	<b>-0.9</b>	-291	12.5			
Corporate tax		2,252	0.7	<b>4,141</b>	<b>1.4</b>	1,888	83.8			
Profit attributable to owners of parent		3,754	1.2	<b>2,488</b>	<b>0.9</b>	-1,266	-33.7			

Exchange rate		
	FY2024	FY2025
USD	151.48	<b>149.71</b>
EUR	163.90	<b>169.33</b>
HKD	19.41	<b>19.20</b>
THB	4.31	<b>4.56</b>
RMB	21.02	<b>20.83</b>

- Scope of Consolidation

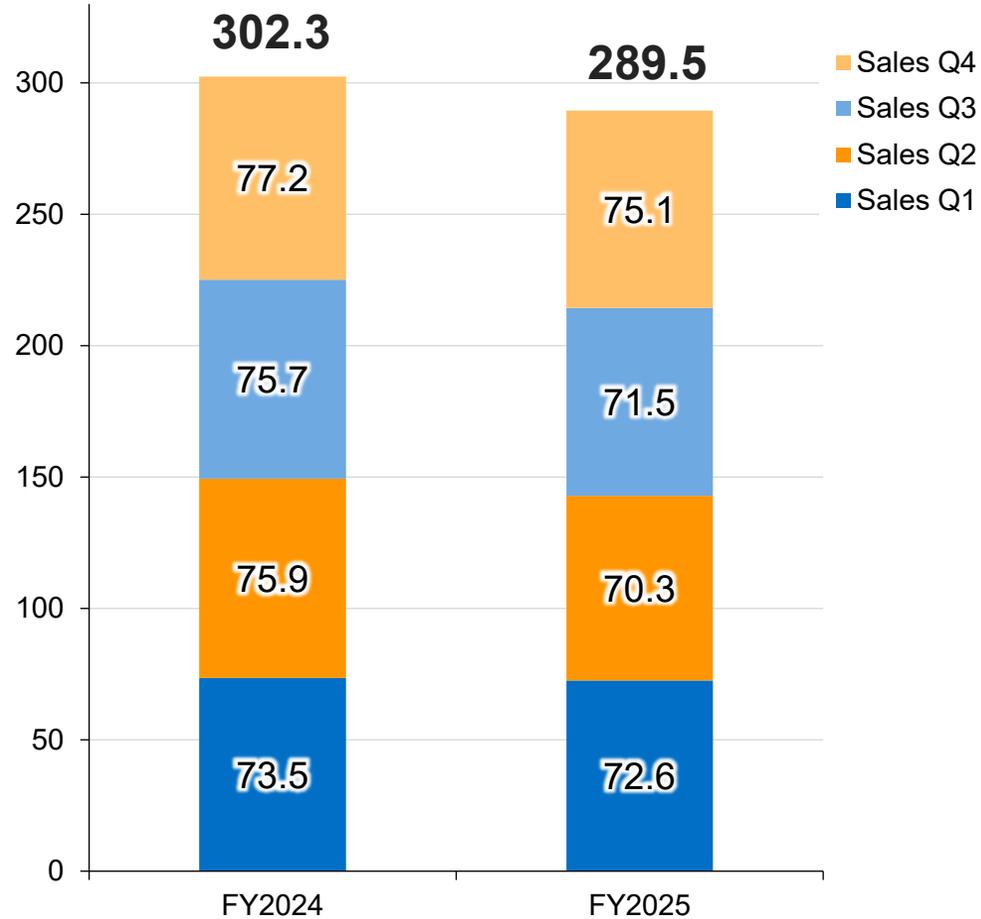
	End of FY2024	Changes		End of FY2025
		Increase	Decrease	
Consolidated Subsidiary	22	-	-	<b>22</b>
Equity Method Affiliate	3	-	-	<b>3</b>



# Consolidated Financial Result of FY2025

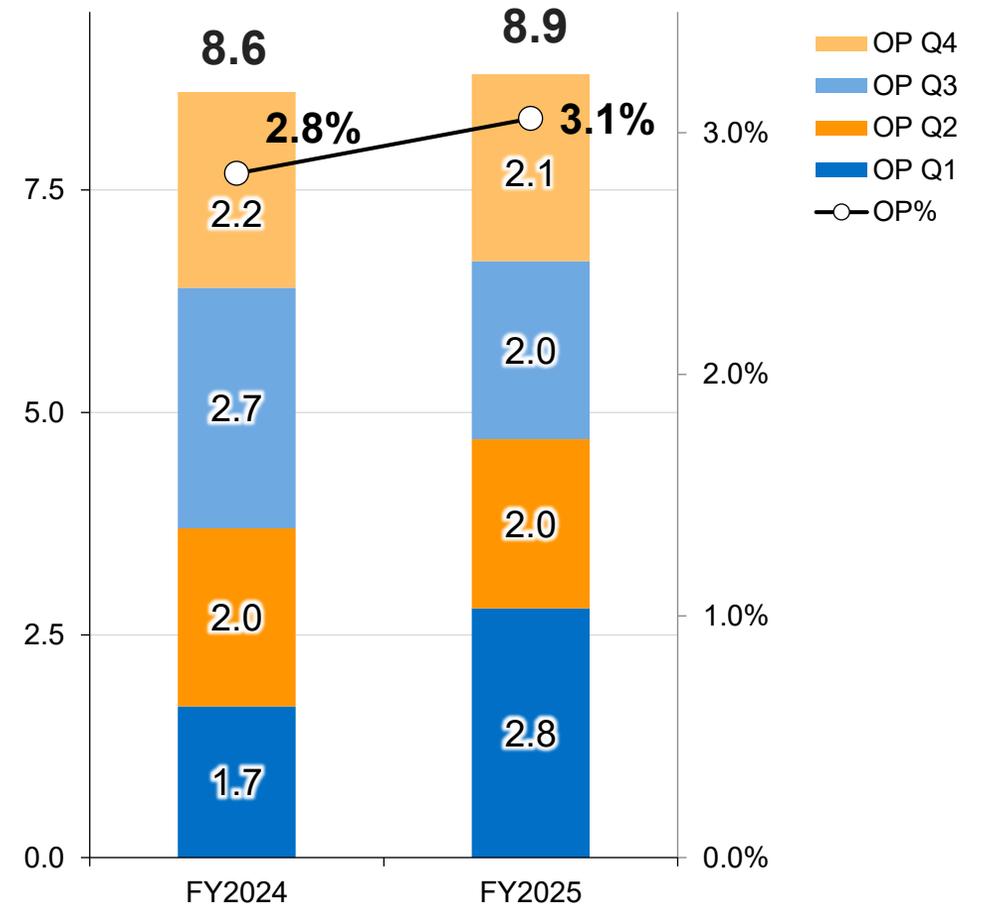
## • Sales

(JPY in billions, %)



## • Operating Profit

(JPY in billions, %)

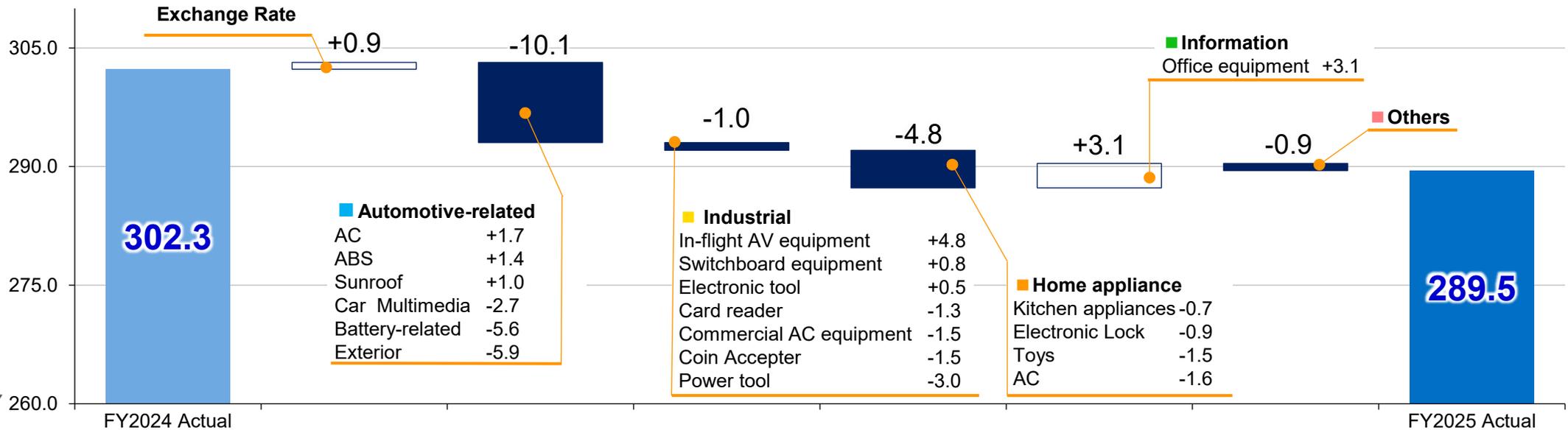
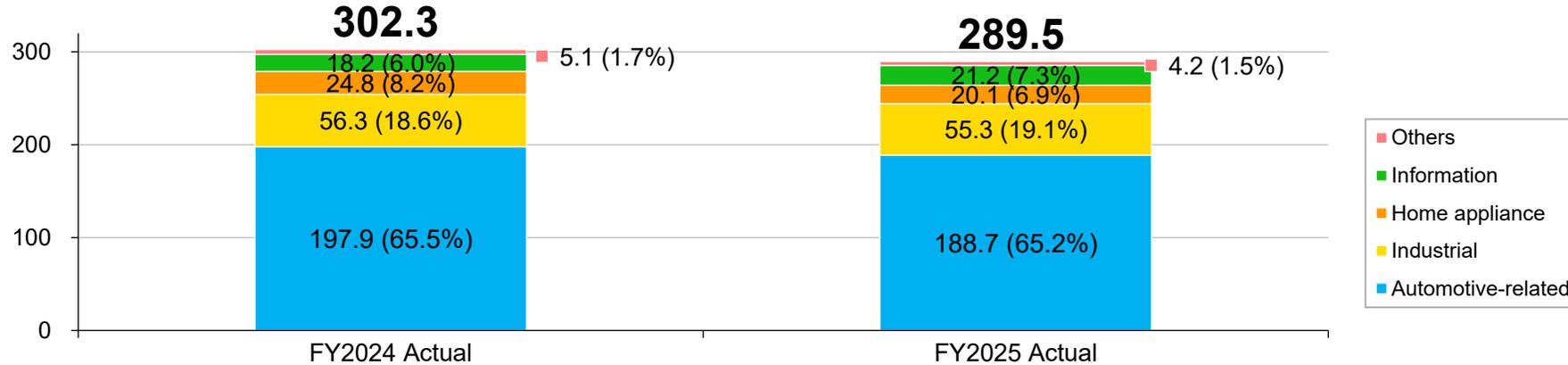




# Consolidated Financial Result of FY2025

## Sales by Market Sector

(JPY in billions, %)

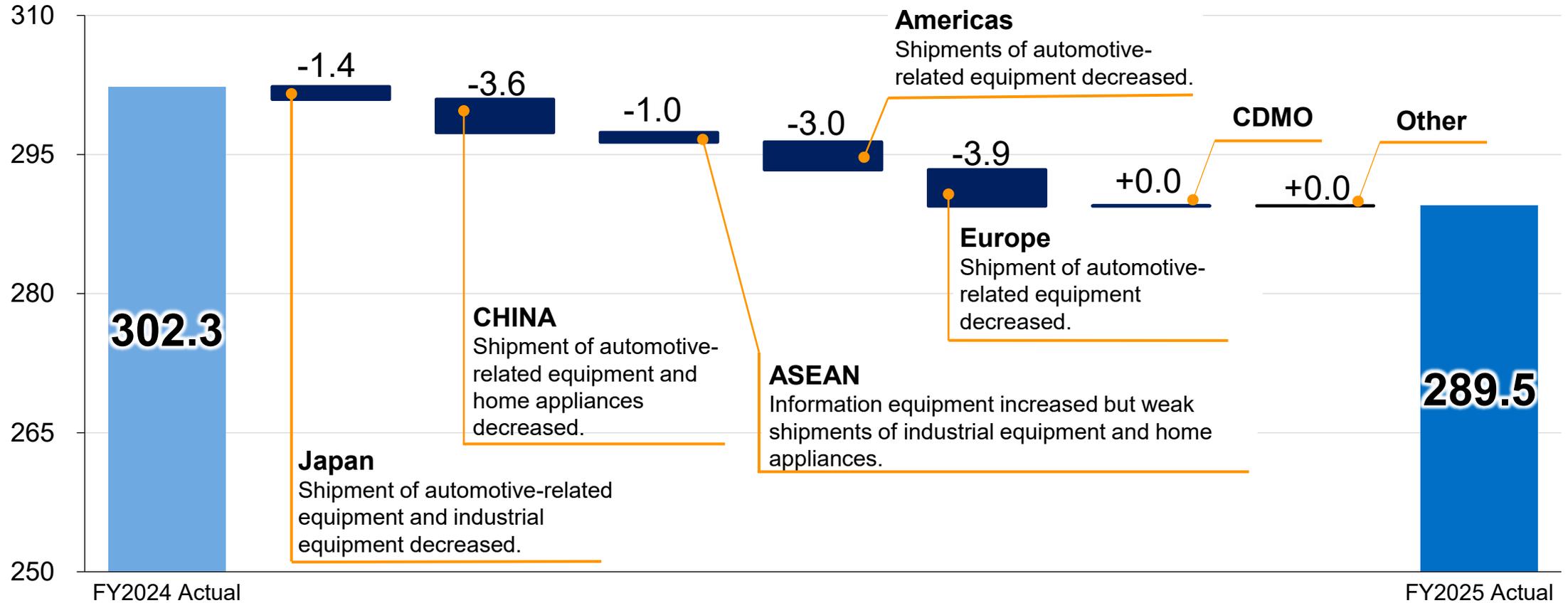




# Consolidated Financial Result of FY2025

- Consolidated Sales by segment (Excluding inter-segment sales)

(JPY in billions)

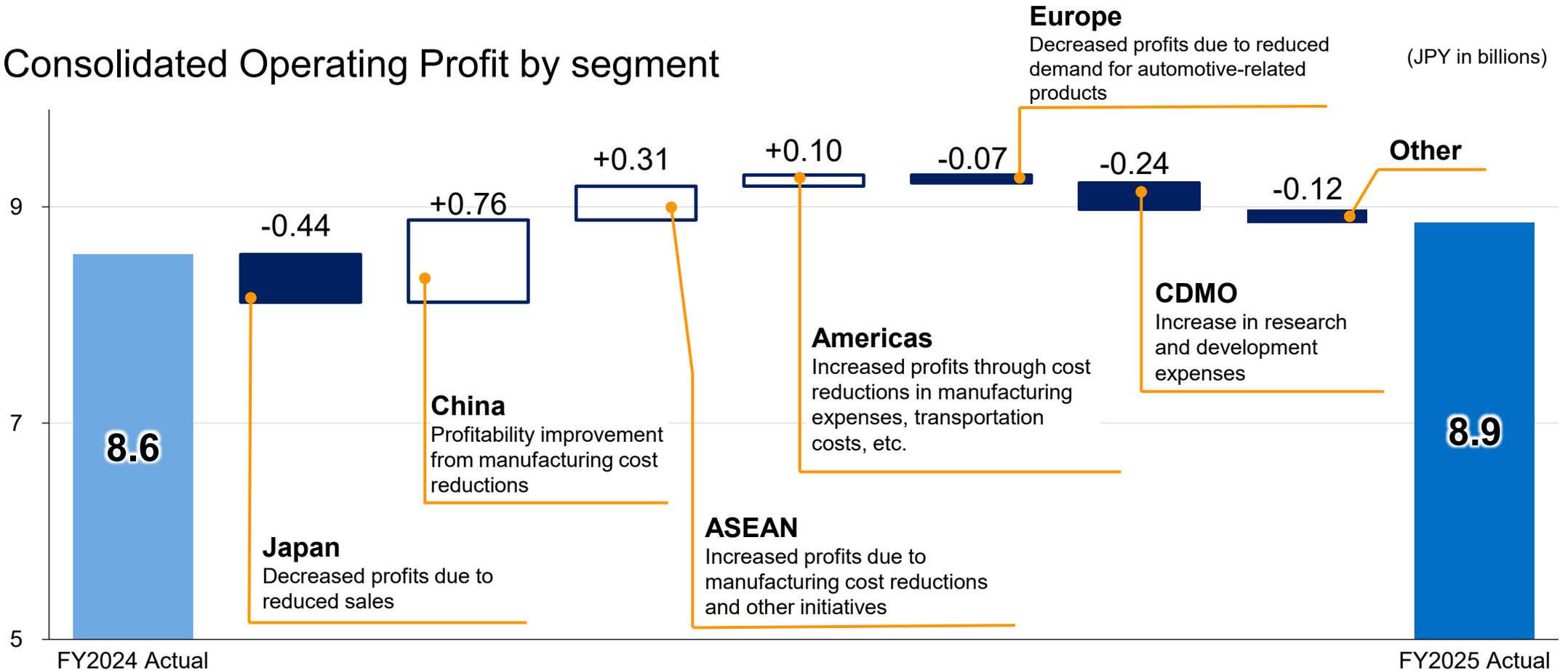


(JPY in billions)	Japan	CHINA	ASEAN	Americas	Europe	CDMO	Other	TOTAL
FY2024	58.0	61.1	94.1	63.1	25.3	0.0	0.7	302.3
FY2025	56.6	57.5	93.1	60.1	21.4	0.0	0.8	289.5



# Consolidated Financial Result of FY2025

- Consolidated Operating Profit by segment



(JPY in billions, OP% *)	Japan	%	CHINA	%	ASEAN	%	Americas	%	Europe	%	CDMO	%	Other	%	TOTAL	%
FY2024	1.34	1.4	0.03	0.0	4.36	3.8	4.18	5.5	-1.22	-	-0.77	-	0.64	-	8.56	2.8
FY2025	0.90	1.0	0.79	1.0	4.67	4.2	4.28	5.7	-1.30	-	-1.01	-	0.52	-	8.85	3.1

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



# Consolidated Financial Result of FY2025

- SGA

	FY2024		FY2025		Changes		
	(JPY in millions)	amount	%	amount	%	amount	%
Personnel expenses		8,987	3.0	<b>9,327</b>	<b>3.2</b>	340	3.8
Traveling and communication expenses		480	0.2	<b>473</b>	<b>0.2</b>	-6	-1.4
Freightage and packing expenses		2,746	0.9	<b>2,511</b>	<b>0.9</b>	-235	-8.6
Commission expenses		1,347	0.4	<b>1,494</b>	<b>0.5</b>	147	10.9
Rent expenses on real estates		282	0.1	<b>194</b>	<b>0.1</b>	-87	-31.1
Depreciation		2,013	0.7	<b>1,728</b>	<b>0.6</b>	-285	-14.2
Other expense		4,190	1.4	<b>3,627</b>	<b>1.3</b>	-563	-13.5
Total		20,047	6.6	<b>19,356</b>	<b>6.7</b>	-691	-3.5



# Consolidated Financial Result of FY2025

- Non-Operating Profit and Loss

	FY2024	FY2025
(JPY in millions)		
Interest income	749	<b>540</b>
Dividends income	87	<b>280</b>
Share of profit of entities accounted for using equity method	-	<b>112</b>
Subsidy Income	246	<b>269</b>
Gain on sales of goods	230	<b>248</b>
Other	1,016	<b>661</b>
Non-operating income	2,330	<b>2,113</b>
Interest expenses	1,508	<b>902</b>
Share of loss of entities accounted for using equity method	19	-
Foreign exchange losses	421	<b>366</b>
Other	650	<b>466</b>
Non-operating expenses	2,600	<b>1,734</b>
Non-operating income/loss	-270	<b>378</b>



# Consolidated Financial Result of FY2025

- Balance Sheet

(JPY in millions)	End of FY2024	End of FY2025	Changes (FY2024 vs. FY2025)			
			amount	%	Impact of exchange rate	net
Current assets	156,211	<b>152,751</b>	-3,459	-2.2	2,889	-6,348
<i>Notes and accounts receivable-trade</i>	61,665	<b>58,660</b>	-3,005	-4.9	1,055	-4,060
<i>Inventories</i>	64,144	<b>56,491</b>	-7,653	-11.9	1,439	-9,093
Noncurrent assets	61,273	<b>55,110</b>	-6,163	-10.1	511	-6,674
<b>Total asset</b>	<b>217,484</b>	<b>207,862</b>	<b>-9,622</b>	<b>-4.4</b>	<b>3,400</b>	<b>-13,022</b>
Current liabilities	78,469	<b>71,606</b>	-6,863	-8.7	1,340	-8,204
<i>Accounts payable-trade</i>	41,000	<b>40,680</b>	-319	-0.8	742	-1,062
<i>Short-term loans payable</i>	16,386	<b>14,602</b>	-1,784	-10.9	285	-2,070
<i>Current portion of bonds payable</i>	5,000	-	-5,000	-	-	-5,000
Noncurrent liabilities	37,981	<b>32,471</b>	-5,510	-14.5	163	-5,673
Corporate bonds	15,000	<b>15,000</b>	-	-	-	-
<i>Long-term loans payable</i>	16,479	<b>10,145</b>	-6,333	-38.4	47	-6,381
<b>Total liability</b>	<b>116,451</b>	<b>104,077</b>	<b>-12,374</b>	<b>-10.6</b>	<b>1,504</b>	<b>-13,878</b>
<b>Net assets</b>	<b>101,033</b>	<b>103,784</b>	<b>2,751</b>	<b>2.7</b>	<b>1,895</b>	<b>855</b>
Minority interests	539	<b>538</b>	0	-0.1	-339	339
<b>Total asset and liability</b>	<b>217,484</b>	<b>207,862</b>	<b>-9,622</b>	<b>-4.4</b>	<b>3,400</b>	<b>-13,022</b>
<b>Exchange rate(USD)</b>		<b>¥158.18</b>	<b>¥156.56</b>			



# Consolidated Financial Result of FY2025

- Cash Flow

(JPY in millions)	FY2021	FY2022	FY2023	FY2024	FY2025
Net cash from operating activities	-8,106	5,567	19,796	23,097	26,539
Net cash from investing activities	-7,765	-8,892	-10,392	-9,088	-2,257
Net cash from financing activities	869	6,676	-5,989	-12,320	-16,399
Cash and cash equivalents	9,315	13,652	18,059	21,769	29,793
Debt to annual cash flow ratio (years)	—	10.3	3.2	2.5	1.8
Interest coverage ratio (X)	—	7.6	13.2	15.7	26.7



# Consolidated Financial Forecast of FY2026

(JPY in millions)	FY2024 Actual		FY2025 Actual		FY2026 Forecast		FY2025 vs. FY2026	
		%		%		%	diff.	%
Sales	302,314		289,491		<b>300,000</b>		10,508	3.6
Operating income	8,559	2.8	8,853	3.1	<b>9,500</b>	<b>3.2</b>	646	7.3
Ordinary income	8,288	2.7	9,232	3.2	<b>9,000</b>	<b>3.0</b>	-232	-2.5
Profit attributable to owners of parent	3,754	1.2	2,488	0.9	<b>6,000</b>	<b>2.0</b>	3,511	141.1
Net income per share (JPY)	79.75		52.82		<b>127.29</b>		74.47	141.0

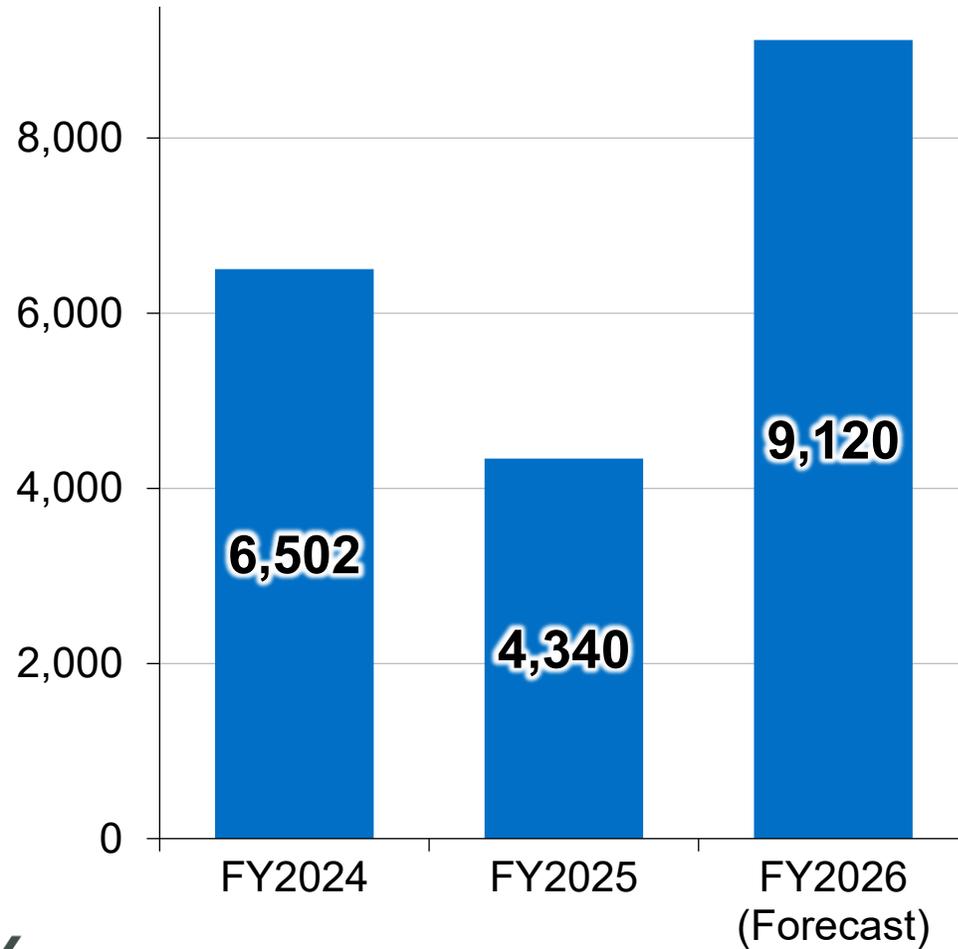
Assumption rate(USD)	¥151.48	¥149.71	¥150.00
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# CAPEX & Depreciation

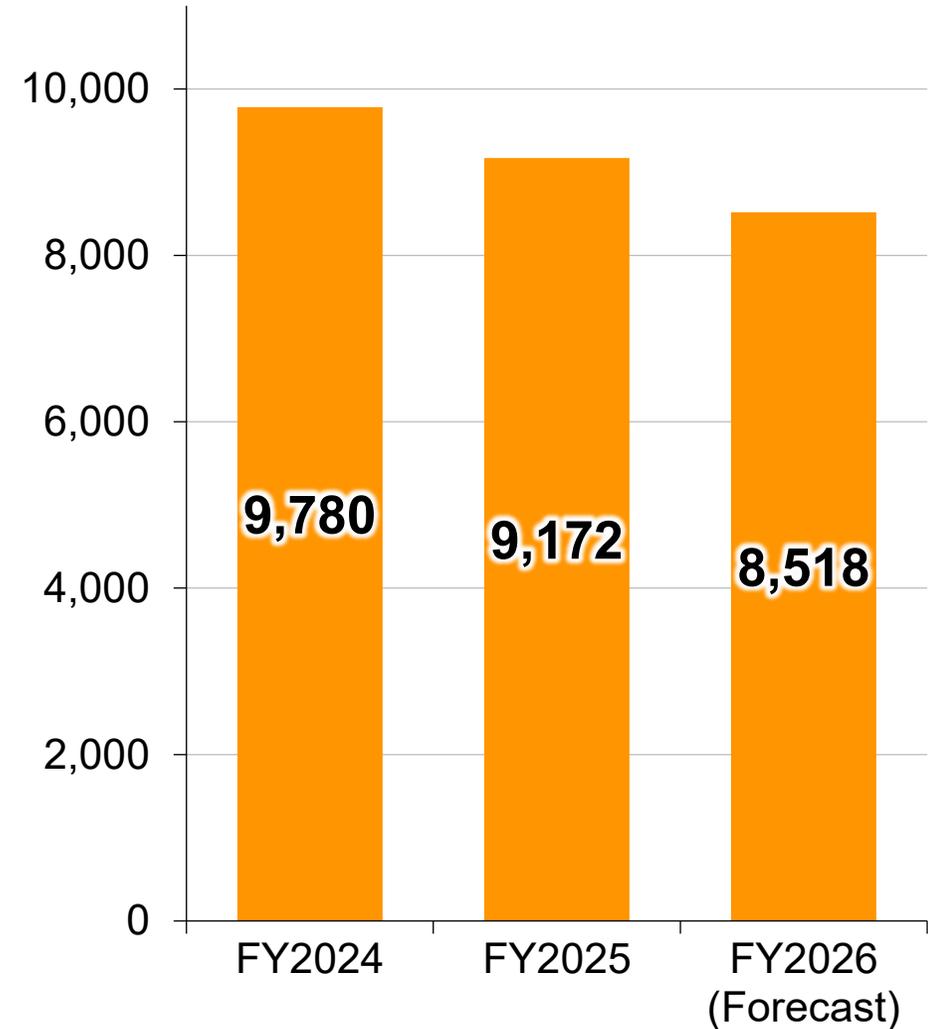
## • CAPEX

(JPY in millions)



## • Depreciation

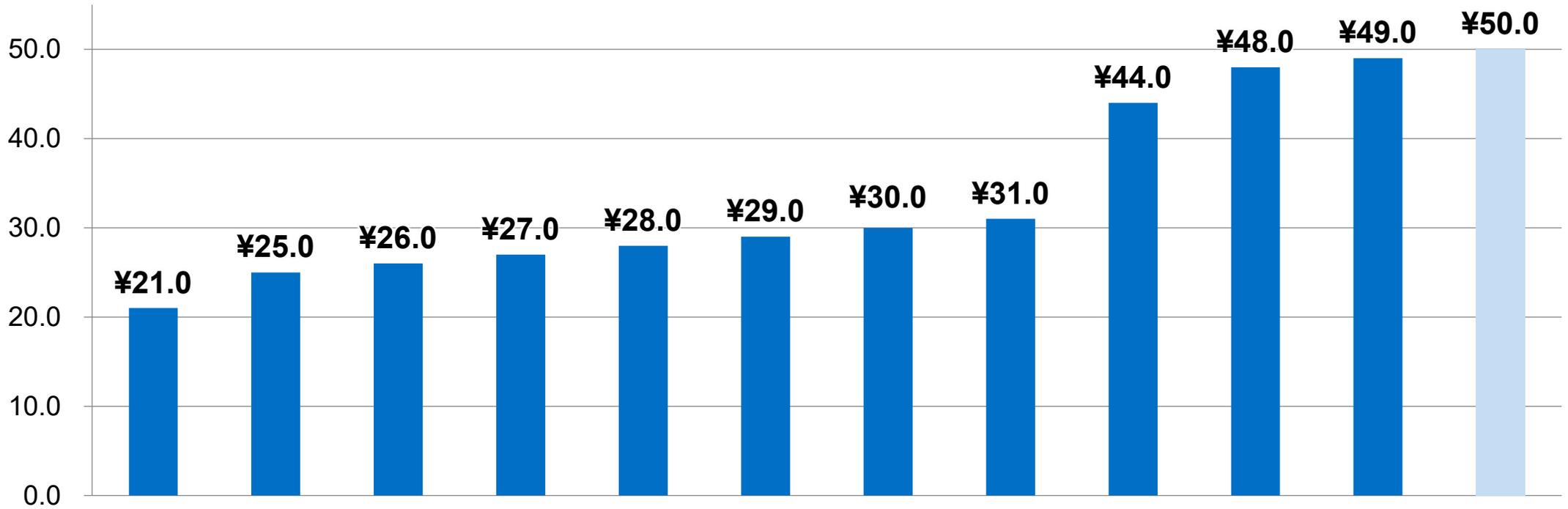
(JPY in millions)





# Shareholder Return

Plans to increase dividends for  
**20** consecutive fiscal years



	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 (forecast)
Dividends per share(JPY)	21.0	25.0	26.0	27.0	28.0	29.0	30.0	31.0	44.0	48.0	49.0	50.0
Dividends ratio(%)	15.2	18.7	18.1	20.5	35.8	79.5	31.1	31.0	25.4	60.2	92.8	39.3
# 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 FY2025 <Appendix>

February 2026  
SIIX Corporation





# Profit and Loss

	FY2021	FY2022	FY2023	FY2024	FY2025
	(JPY in millions)				
Net sales	226,833	277,031	309,768	302,314	289,491
Operating income	4,954	8,929	12,254	8,559	8,853
Operating income ratio (%)	2.2	3.2	4.0	2.8	3.1
Ordinary income	5,934	8,337	11,849	8,288	9,232
Ordinary income ratio (%)	2.6	3.0	3.8	2.7	3.2
Profit attributable to owners of parent	4,561	4,733	8,185	3,754	2,488
Profit attributable to owners of parent ratio(%)	2.0	1.7	2.6	1.2	0.9
# of Consolidated subsidiaries	22	22	21	22	22
# of Equity method affiliates	2	2	3	3	3
# of Employees	12,354	12,734	11,052	9,538	8,712



# Management Indicators

		FY2021	FY2022	FY2023	FY2024	FY2025
ROE	(%)	7.5	6.6	9.9	4.0	2.4
ROA	(%)	3.8	4.4	5.6	3.8	4.3
Total asset turnover		1.4	1.5	1.5	1.4	1.4
Net interest-bearing debts/Net asset	(%)	63.6	64.2	49.1	31.6	11.1
D/E ratio		0.8	0.8	0.7	0.5	0.4
Current ratio	(%)	153.8	155.6	177.8	199.1	213.3
Accounts receivable turnover ratio *	(day)	67.9	67.9	68.1	73.7	75.9
Inventory turnover ratio	(day)	76.2	86.7	85.6	82.1	76.1
PBR	(X)	1.02	0.79	0.77	0.57	0.60
PER	(X)	14.7	12.7	8.4	15.1	24.8

\* Accounts receivable turnover ratio for FY2022 is calculated using FY2021 trade receivables and FY2022 trade receivables including contract assets.



# Capital Structure

	FY2021	FY2022	FY2023	FY2024	FY2025
(JPY in millions)					
Total asset	169,921	205,170	216,838	217,484	207,862
Liability	103,551	127,780	127,292	116,451	104,077
Interest-bearing debt	51,350	63,150	61,984	54,577	41,540
Net asset	66,369	77,389	89,545	101,033	103,784
Capital-to-asset ratio (%)	38.8	37.5	41.1	46.2	49.7
Closing stock price (JPY)	1,416	1,277	1,463	1,206	1,309
Capital-to-asset ratio at market value (%)	39.4	29.4	31.8	26.1	29.7
Issued stock (thousand)	50,400	50,400	50,400	50,400	50,400
BPS	1,393.92	1,625.55	1,891.52	2,132.96	2,190.05



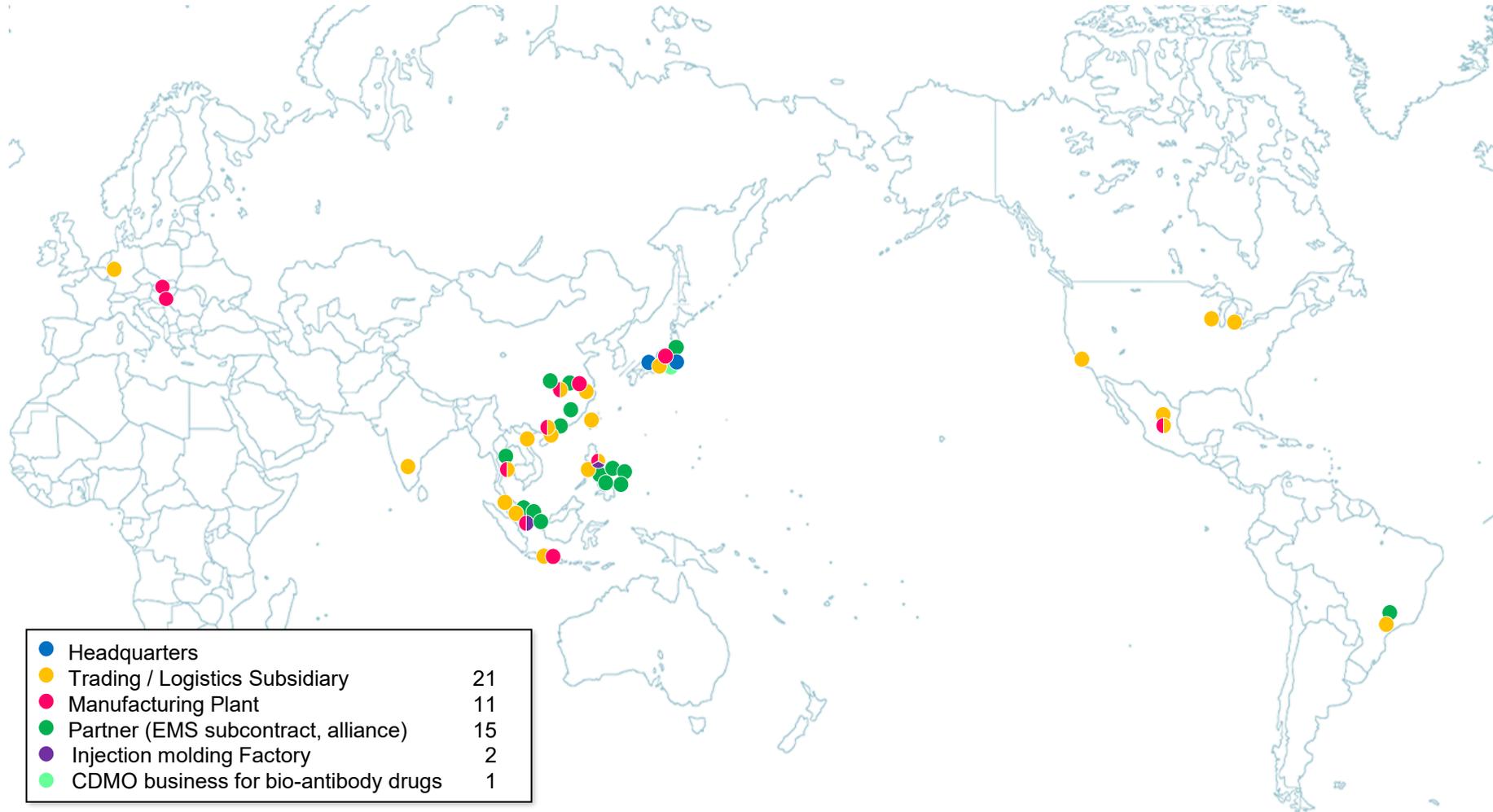
# Sales by market sector

(JPY in millions, %)	FY2024				FY2025			
	1H	2H	full year	%	1H	2H	full year	%
Automotive-related equipments	98,998	98,934	197,932	62.2	<b>93,457</b>	<b>95,291</b>	<b>188,748</b>	<b>65.2</b>
Industrial equipments	27,915	28,379	56,294	19.9	<b>25,839</b>	<b>29,449</b>	<b>55,288</b>	<b>19.1</b>
Home appliances	11,957	12,817	24,774	8.6	<b>10,603</b>	<b>9,482</b>	<b>20,085</b>	<b>6.9</b>
Information equipments	8,393	9,829	18,222	7.9	<b>10,423</b>	<b>10,733</b>	<b>21,156</b>	<b>7.3</b>
Others	2,095	2,997	5,092	1.5	<b>2,592</b>	<b>1,622</b>	<b>4,214</b>	<b>1.5</b>
Total	149,358	152,956	302,314	100.0	<b>142,915</b>	<b>146,577</b>	<b>289,492</b>	<b>100.0</b>



# SIIX GLOBAL NETWORK

(As of end of Dec. 2025)



● Headquarters	
● Trading / Logistics Subsidiary	21
● Manufacturing Plant	11
● Partner (EMS subcontract, alliance)	15
● Injection molding Factory	2
● CDMO business for bio-antibody drugs	1

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



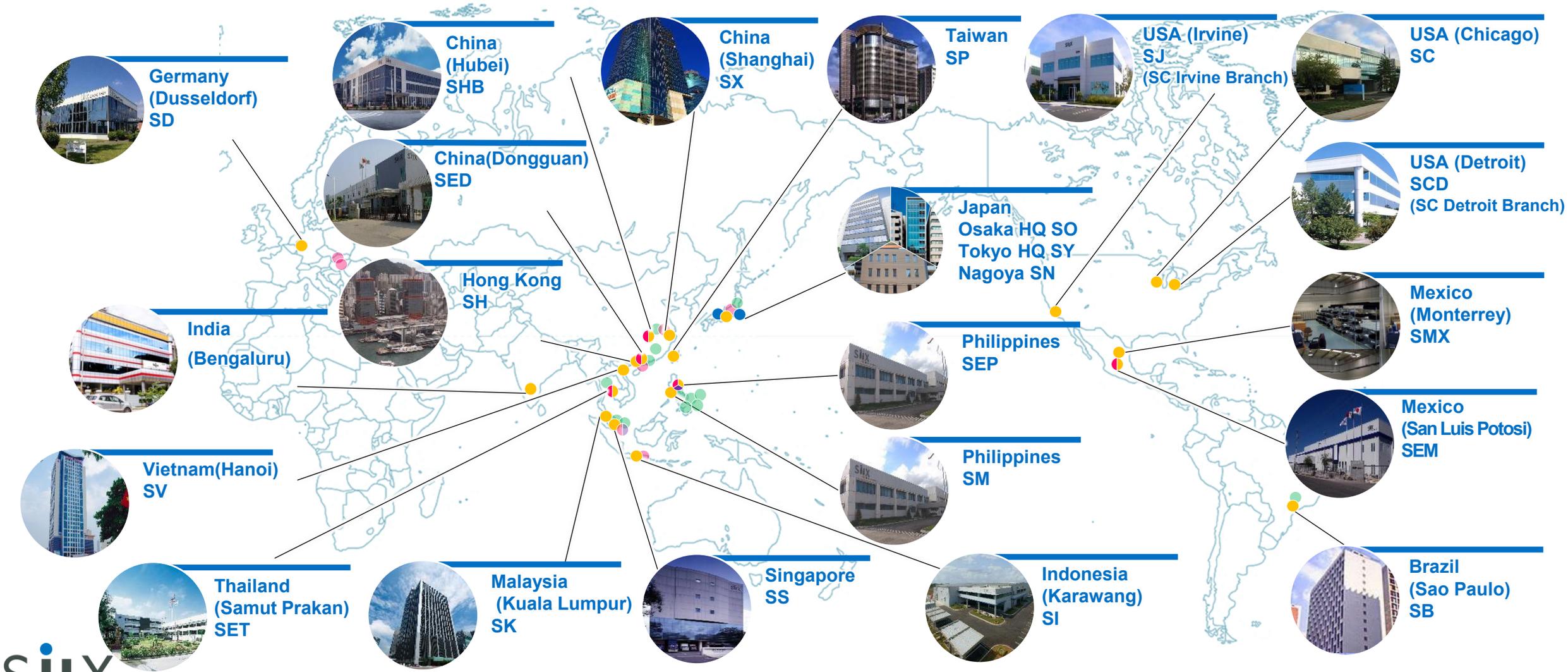
# SIIX GLOBAL NETWORK – Manufacturing Factory

(as of end of Dec. 2025)



# SIIX GLOBAL NETWORK – Sales & Logistics

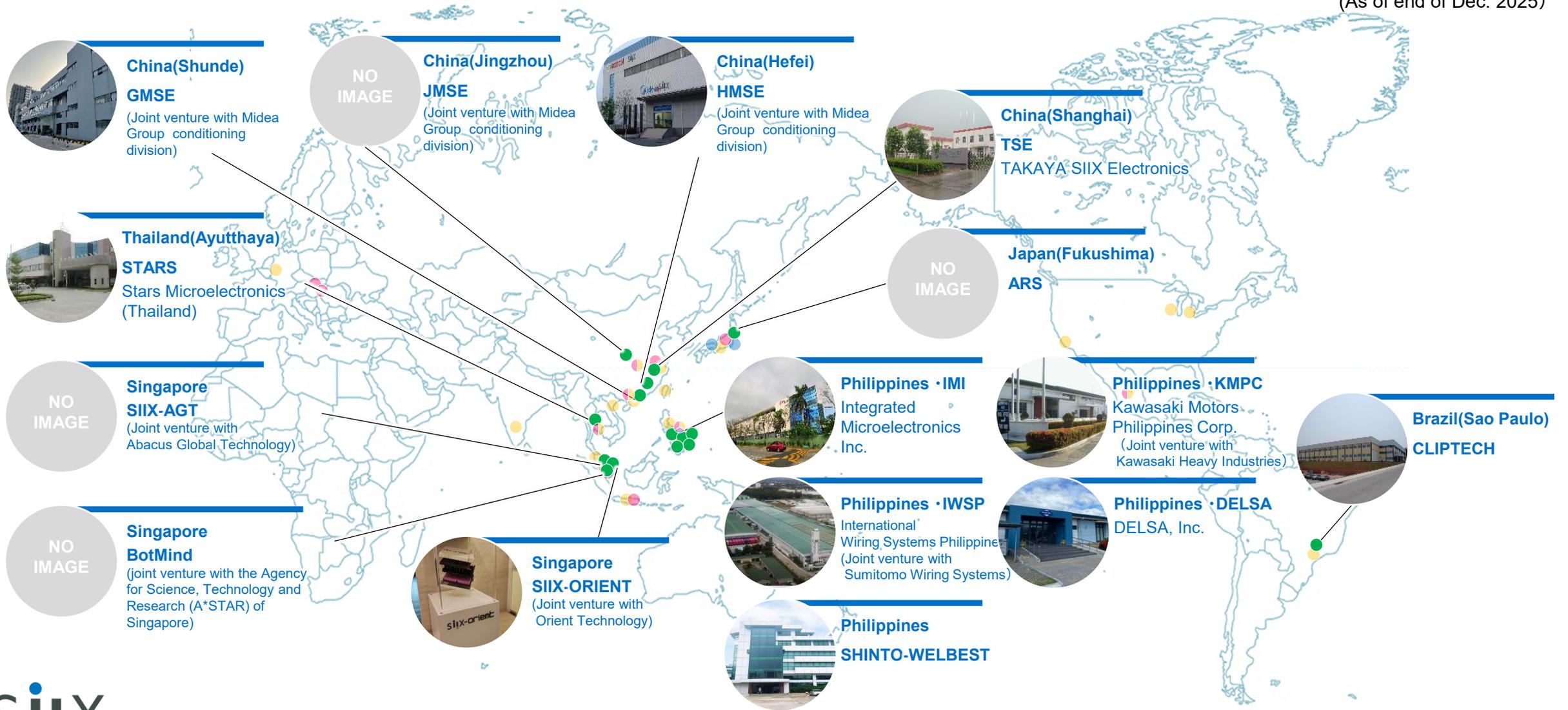
(as of end of Dec. 2025)





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

(As of end of Dec. 2025)





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