

# Consolidated Financial Result of FY2025

February 2026  
SIIX Corporation

Tokyo Stock Exchange Prime Market (Securities Code: 7613)





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- Disclaimer



# 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

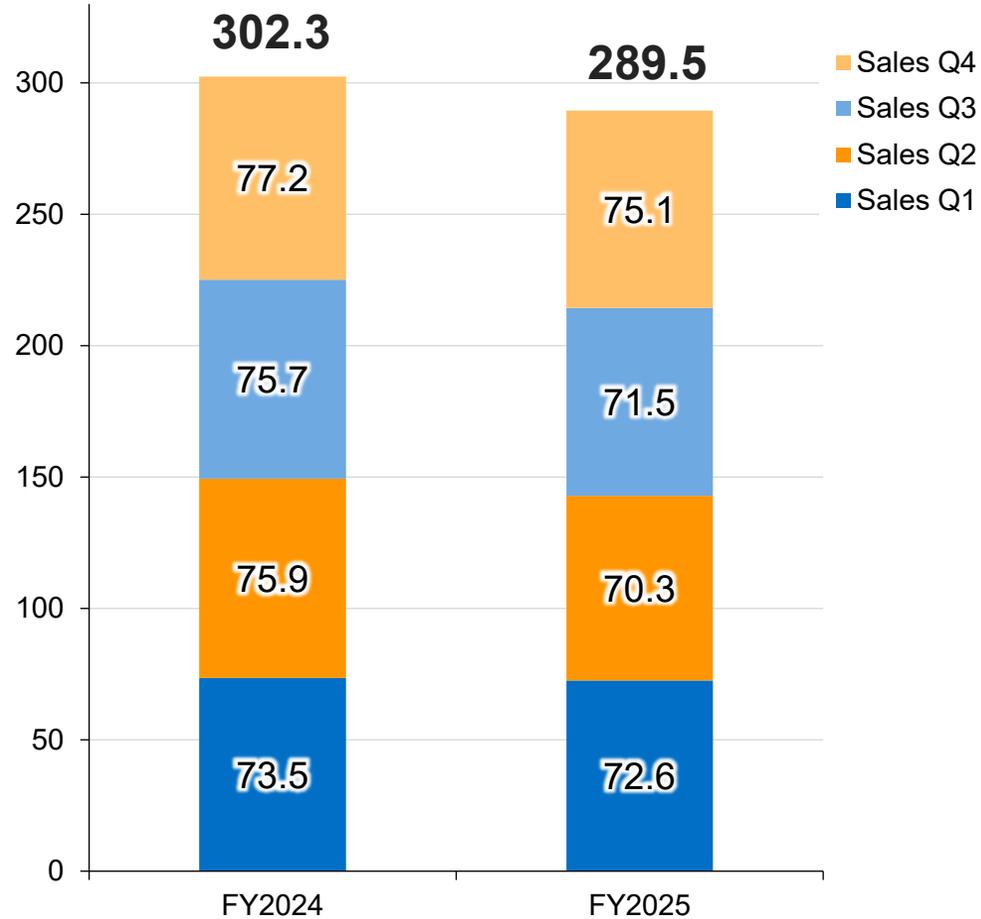
	End of FY2024	Changes		End of FY2025
		Increase	Decrease	
Consolidated Subsidiary	22	-	-	<b>22</b>
Equity Method Affiliate	3	-	-	<b>3</b>



# Consolidated Financial Result of FY2025

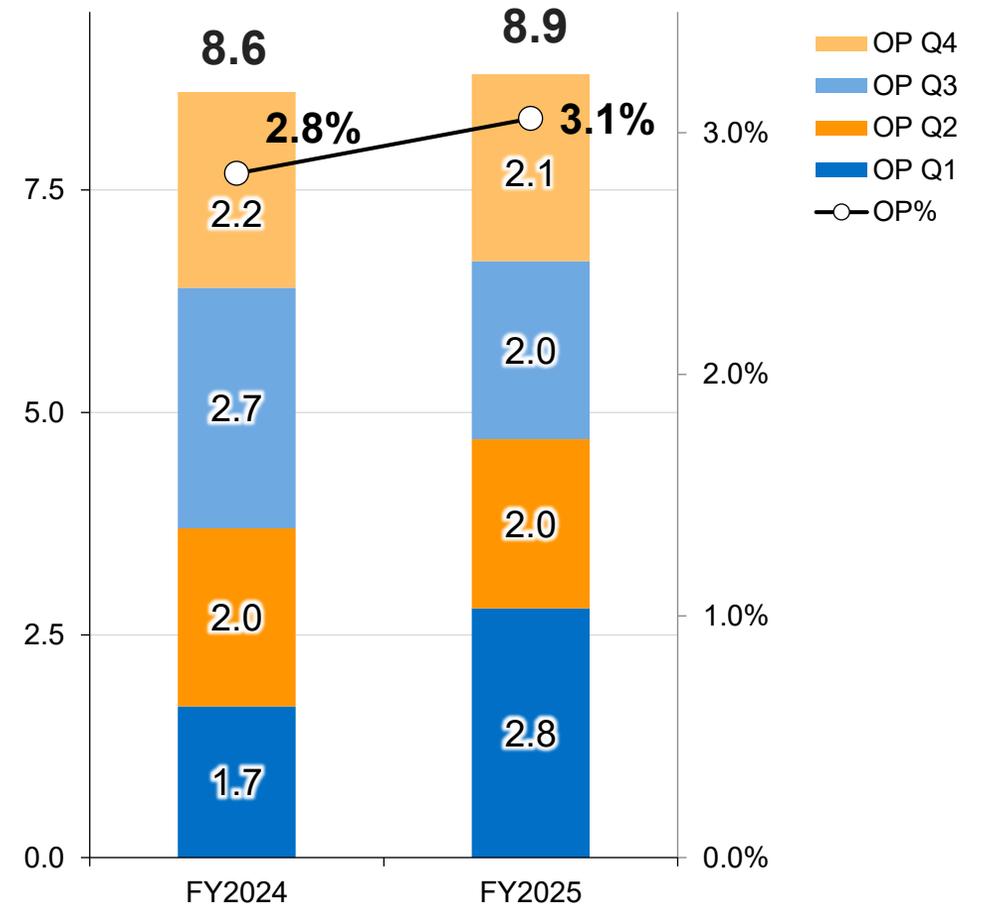
## • Sales

(JPY in billions, %)



## • Operating Profit

(JPY in billions, %)

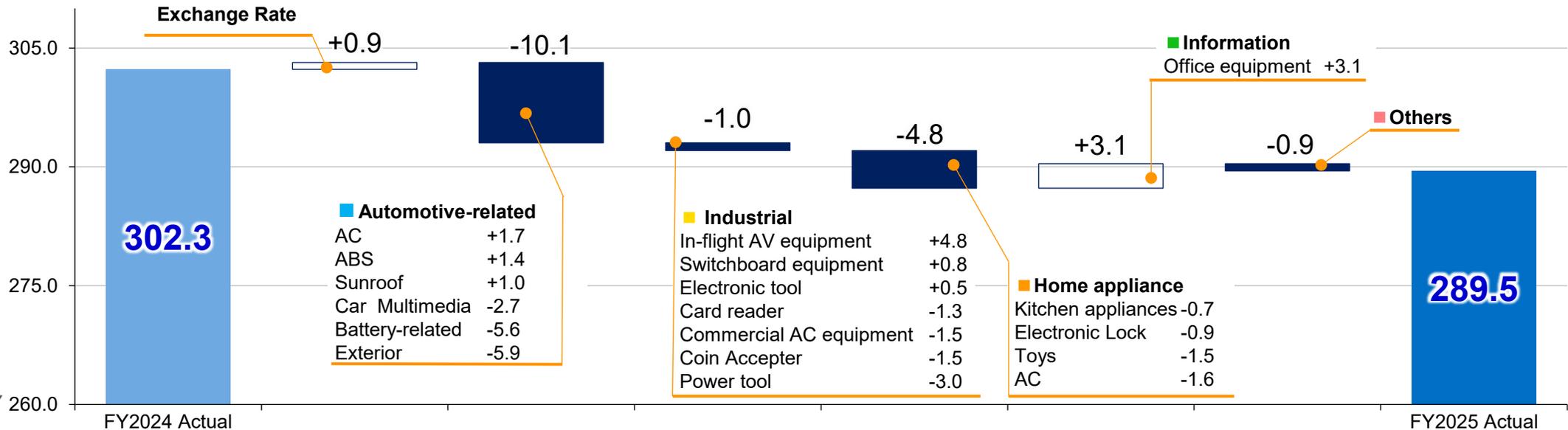
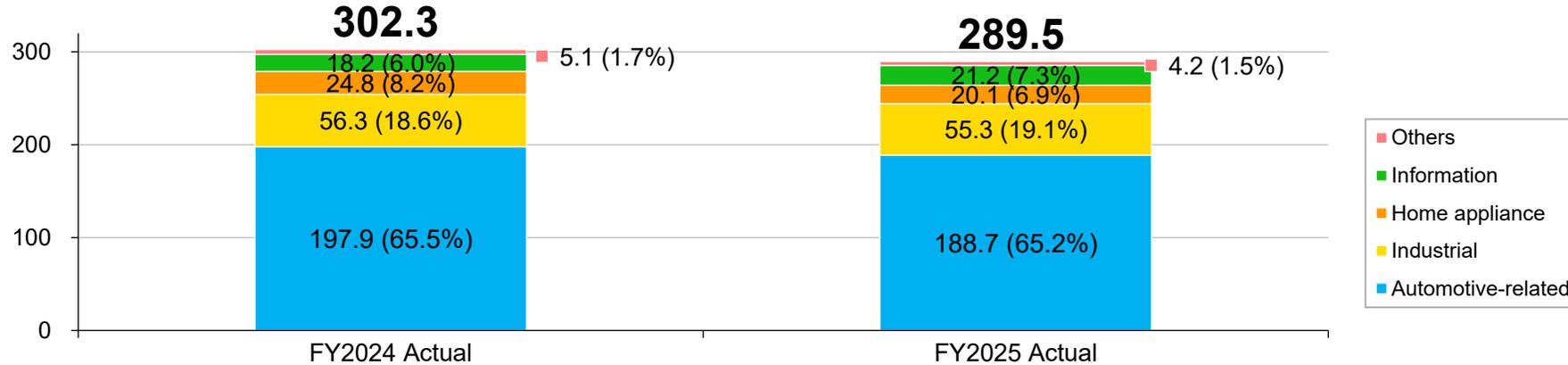




# Consolidated Financial Result of FY2025

## Sales by Market Sector

(JPY in billions, %)

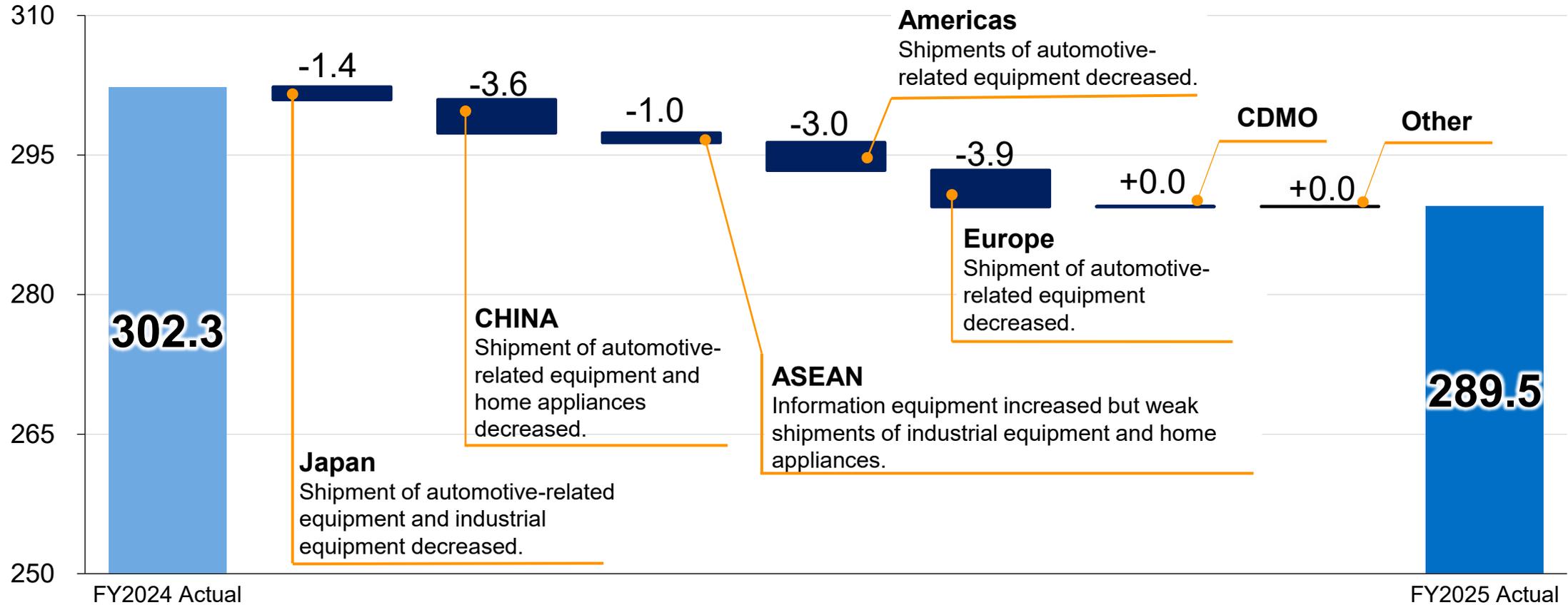




# Consolidated Financial Result of FY2025

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

(JPY in billions)

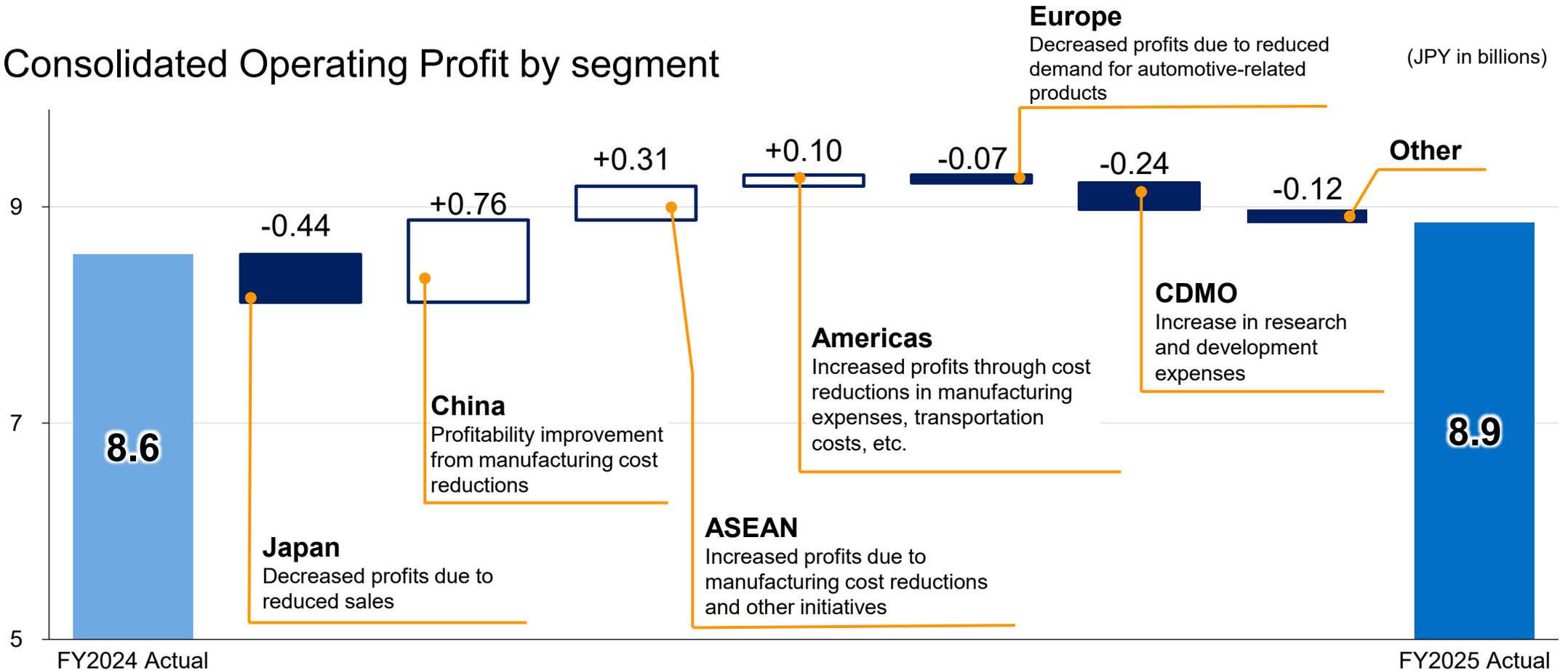


(JPY in billions)	Japan	CHINA	ASEAN	Americas	Europe	CDMO	Other	TOTAL
FY2024	58.0	61.1	94.1	63.1	25.3	0.0	0.7	302.3
FY2025	56.6	57.5	93.1	60.1	21.4	0.0	0.8	289.5



# 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

(JPY in millions)	FY2024	FY2025
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

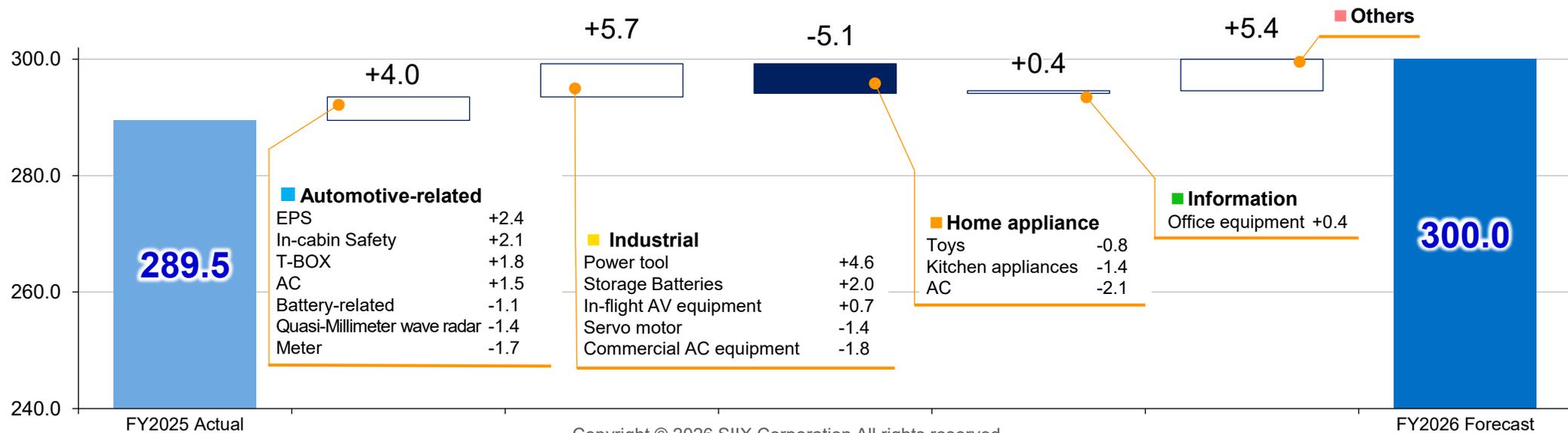
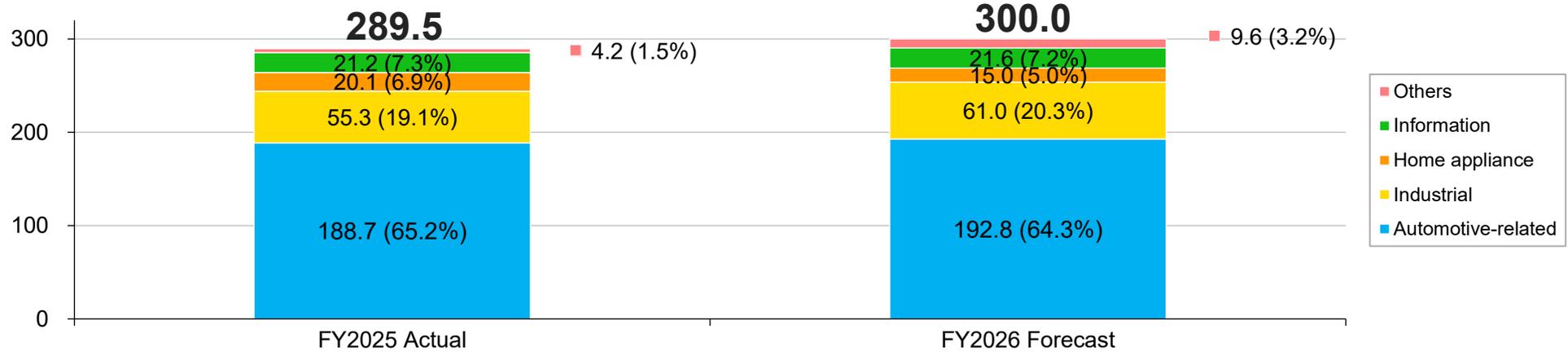
Assumption rate(USD)	¥151.48	¥149.71	¥150.00
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# Consolidated Financial Forecast of FY2026

## Sales by Market Sector (FY2025 actual vs. FY2026 Forecast)

(JPY in billions, %)

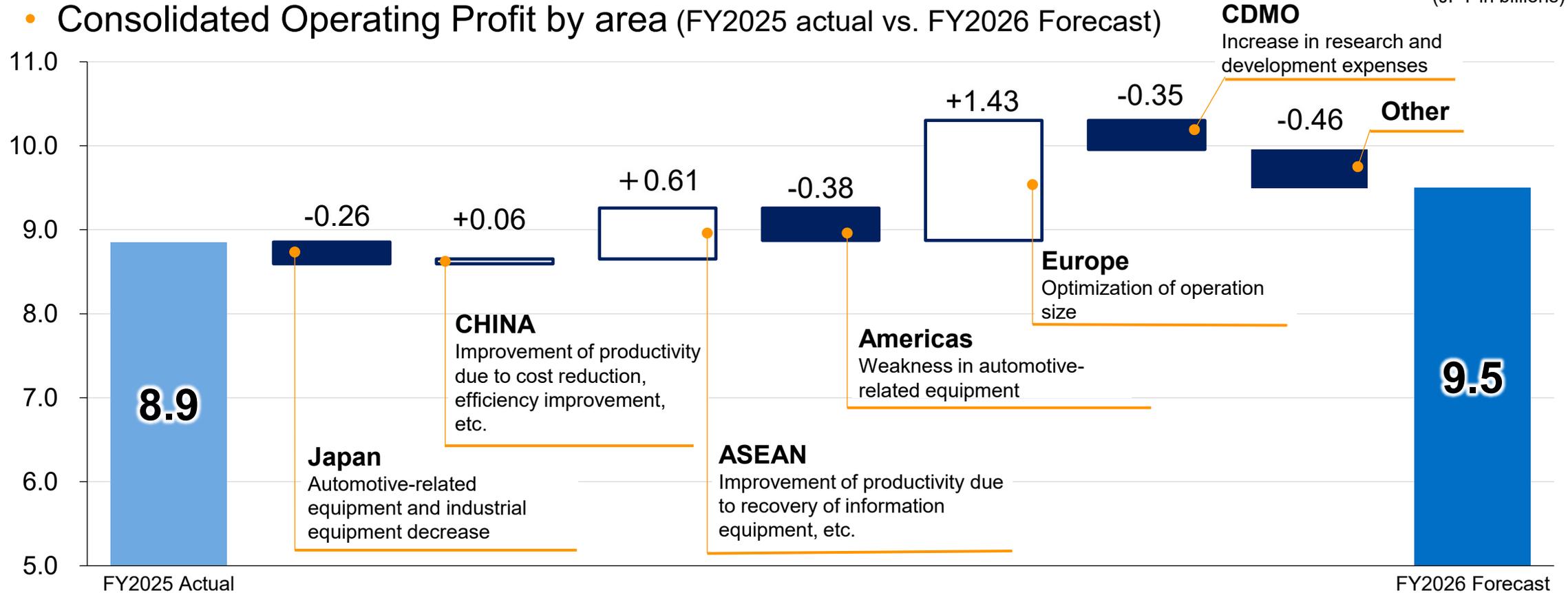




# Consolidated Financial Forecast of FY2026

## Consolidated Operating Profit by area (FY2025 actual vs. FY2026 Forecast)

(JPY in billions)



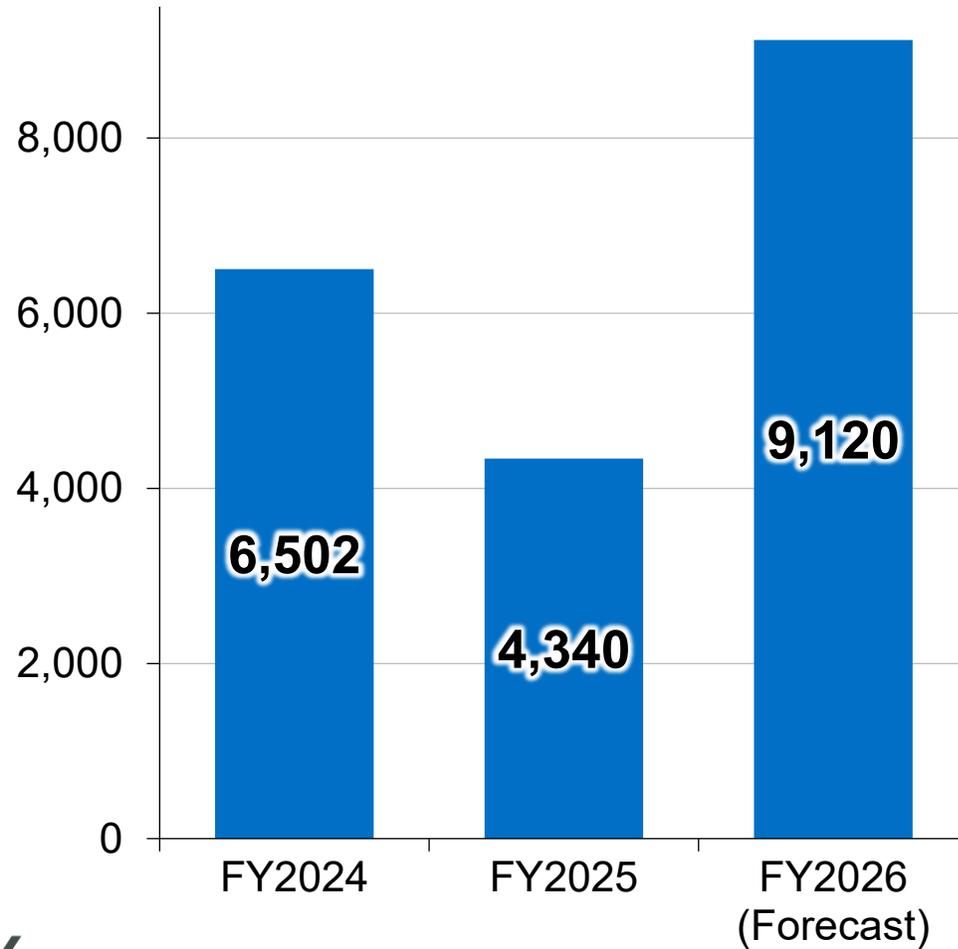
(JPY in billions, OP%)	Japan	CHINA	ASEAN	Americas	Europe	CDMO	Other	TOTAL
FY2025	0.90	0.79	4.67	4.28	-1.30	-1.01	0.52	8.85
FY2026 (Forecast)	0.64	0.84	5.28	3.90	0.13	-1.35	0.06	9.50



# CAPEX & Depreciation

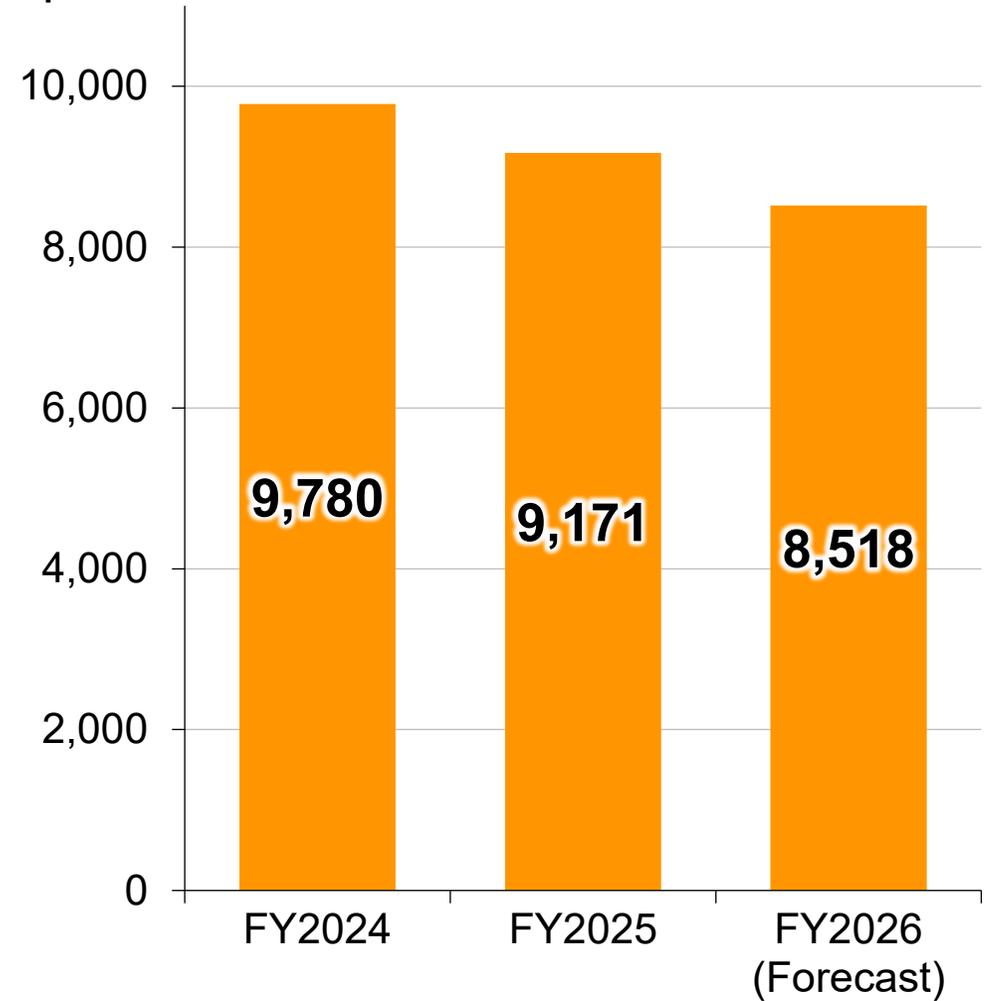
## • CAPEX

(JPY in millions)



## • Depreciation

(JPY in millions)





# Topics

- Collaborate with Hagiya New Techno to expand domestic capacity  
Hagiya New Techno: <https://hagiya.biz-web.jp/en/>
- Promote business with Chinese automotive Tier 1 suppliers and secure multiple contracts
- Deepen business relationships with component manufacturers
- Advance the energy storage and battery-related business initiatives
- Develop new sensor-related business opportunities
- Drive market development in collaboration with Sakata Inx
- Reinforce internal structures (Governance, Sales Marketing and Planning, Procurement, Engineering Development)
- Complete site selection for a new domestic plant for clinical drug scale production

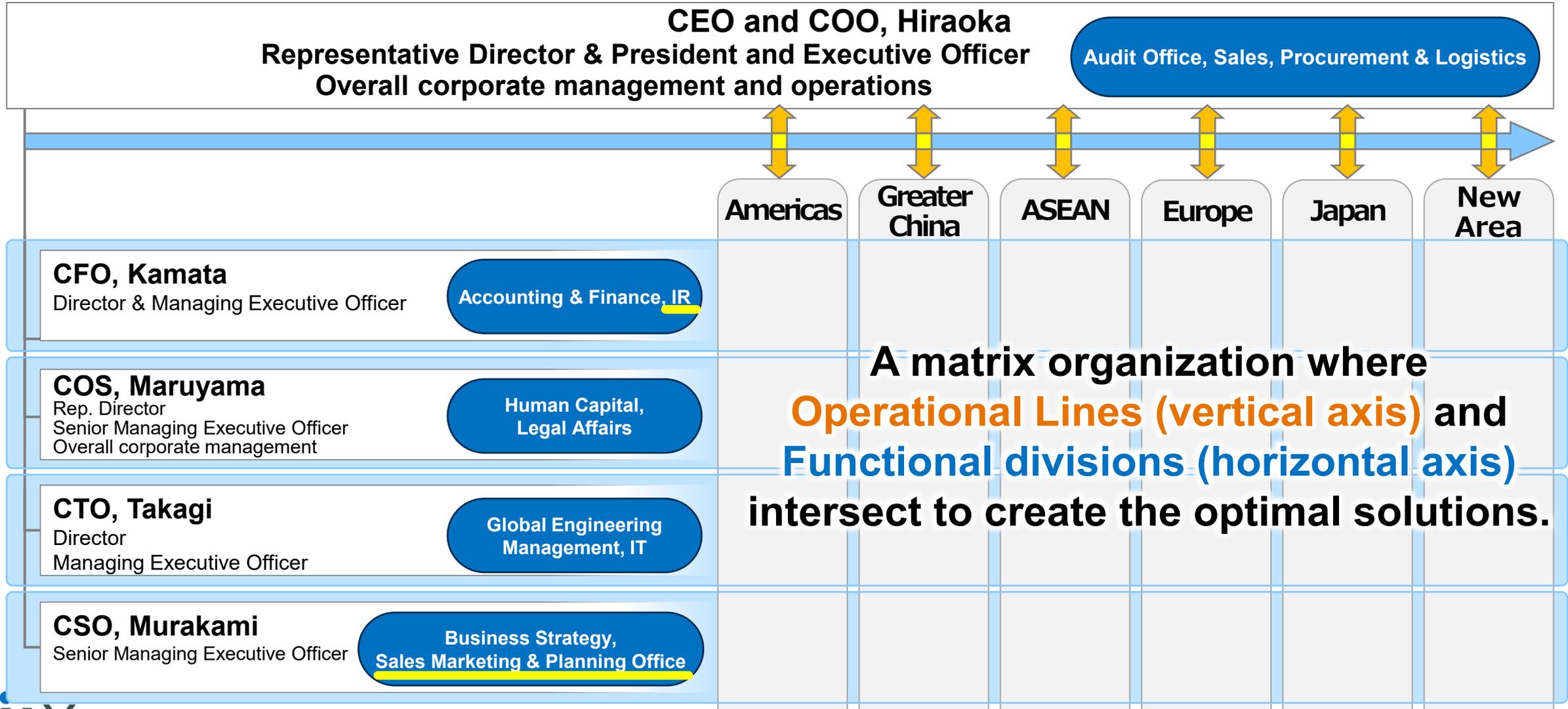


# Strategy Concept

**Establishing a high-value-added, high-profitability structure capable of long-term stable growth, transforming and diversifying the business portfolio**

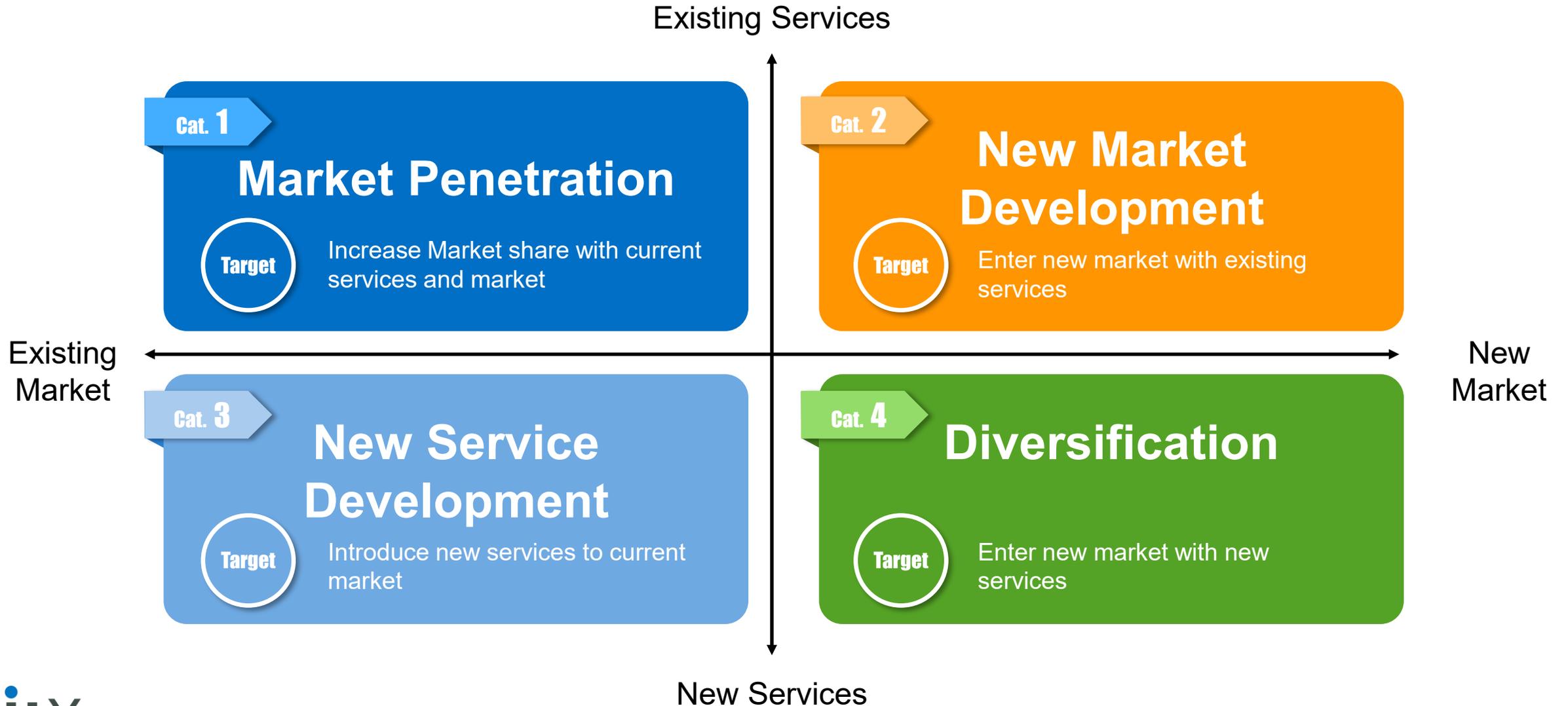
<p><b>Grow Core Business</b> Core Business Model Expansion</p>	<ul style="list-style-type: none"> <li>● Diversify Customer Portfolio</li> <li>● Strengthen EMS Competitiveness, do the obvious in the obvious manner</li> <li>● Leverage Partnerships</li> </ul>
<p><b>Enhance Business Value</b> Advanced EMS Evolution</p>	<ul style="list-style-type: none"> <li>● Plan New Business</li> <li>● Strengthen JDM and DFM capabilities</li> <li>● Leverage Partnerships</li> </ul>
<p><b>Optimize Supply Chain</b> Costing and Procurement Improvement</p>	<ul style="list-style-type: none"> <li>● Integrated Supply Chain Management</li> <li>● Leverage Partnerships</li> </ul>
<p><b>Diversify Business</b> New Market Development New Business Portfolio Building</p>	<ul style="list-style-type: none"> <li>● Develop New Business Models, Markets and Areas</li> <li>● Leverage Partnerships</li> </ul>
<p><b>BPR Strategy</b> Design and implement business processes aimed at overall optimization</p>	<ul style="list-style-type: none"> <li>● Utilize tools (RPA, AI, BI, etc.) and clarify human roles</li> </ul>

# Strengthen Governance

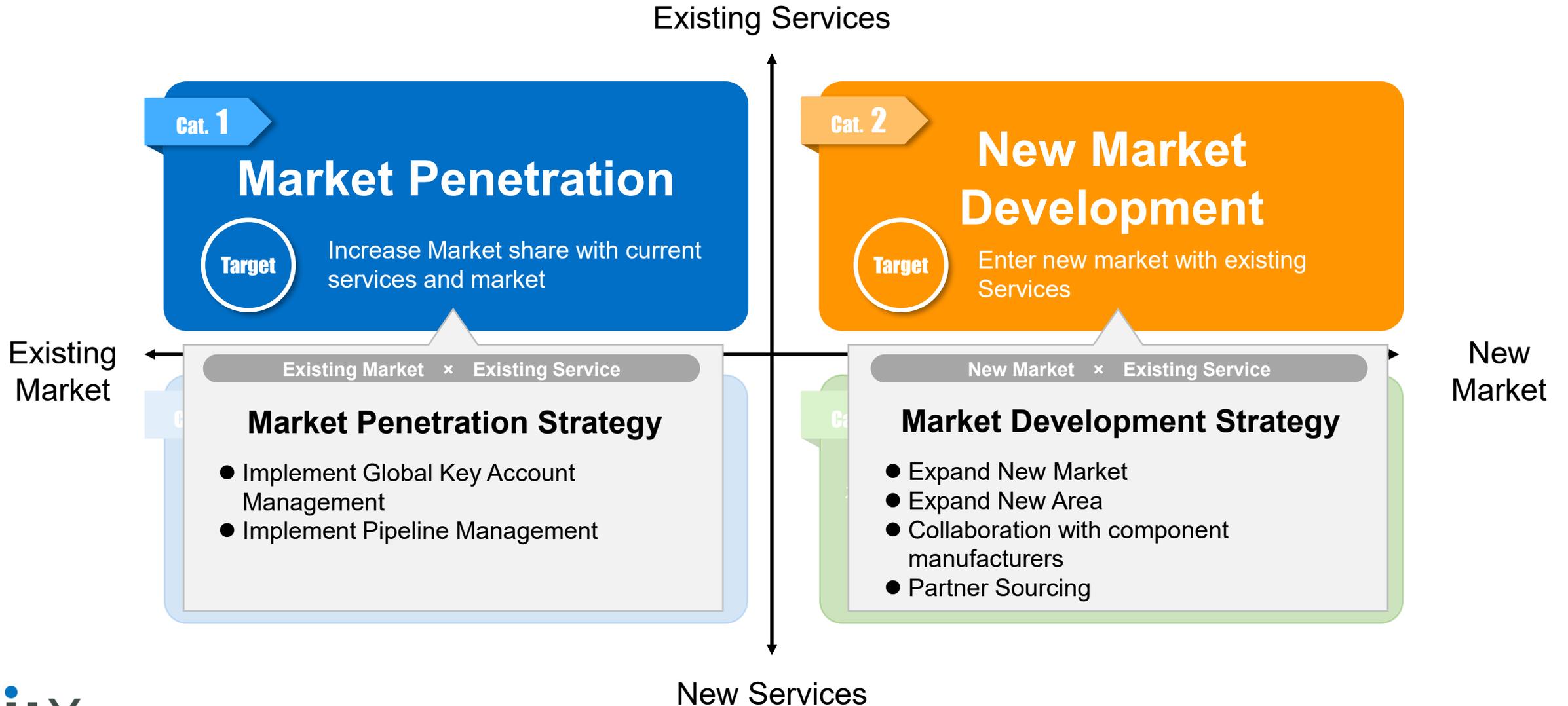


# SIIX Growth Strategies

## Strengthen the capabilities of the Sales Planning Office

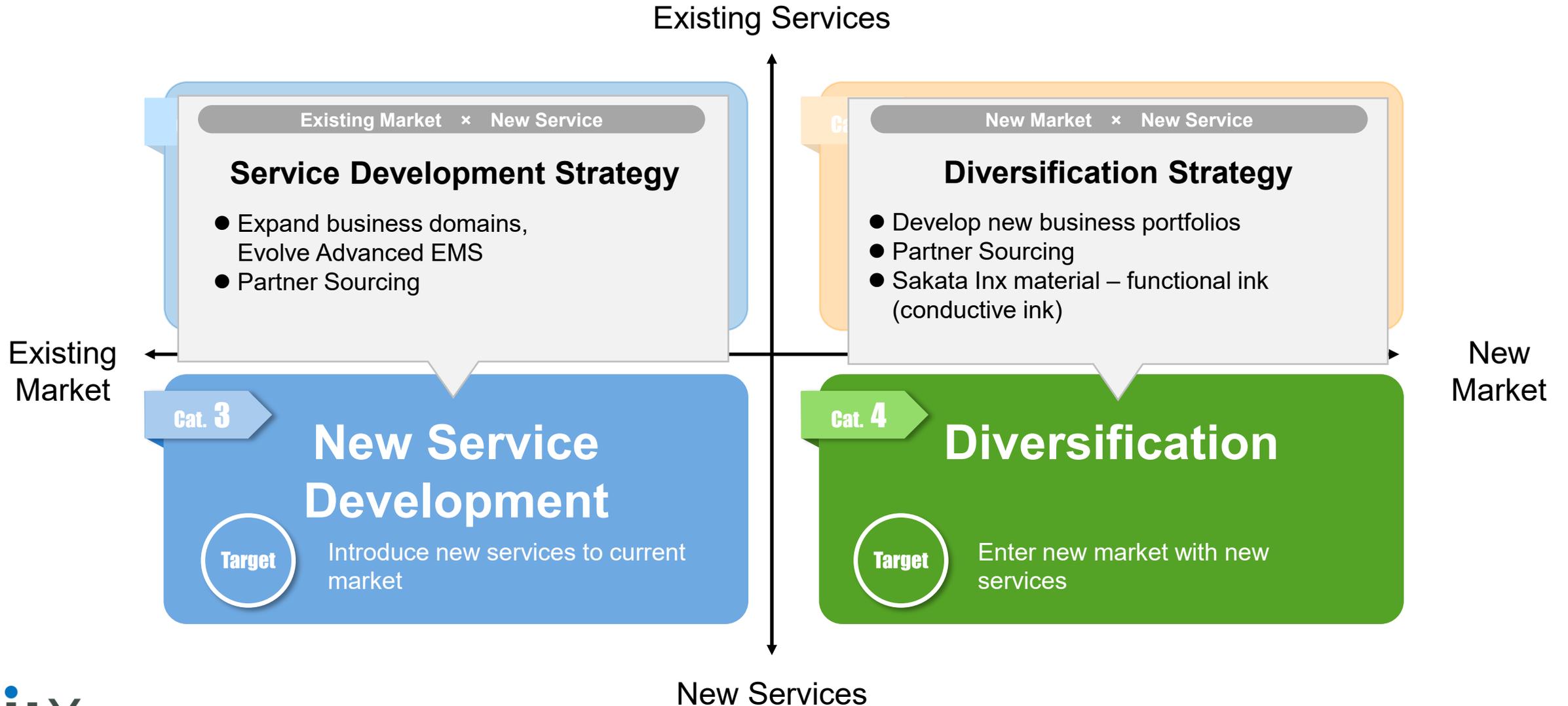


SIIX Growth Strategies  
**Strengthen the capabilities of the Sales Planning Office**



# SIIX Growth Strategies

## Strengthen the capabilities of the Sales Planning Office



# Strengthen the capabilities of Procurement & Costing

## Procurement & Logistics Dept. (HQ)

Strengthen Procurement Functions through a Five-Group Structure:  
Supplier Strategy, Process Improvement, Costing, Research, and Logistics

### Supplier Strategy

Formulation and execution of category strategies, Supplier management, Procurement DX

### Process Improvement

Process improvements with AI & RPA in partnership with Sales dept. and Global Engineering dept.

### Procurement

Costing (RFQ responsiveness)

### Research

Promoting Green Procurement & Compliance Investigations

### Logistics

Logistics operations and cost reduction through logistics improvements

## Regional Costing

Japan

Procurement and logistics functions

Greater China

Procurement and logistics functions

ASEAN

Procurement and logistics functions

Americas

Procurement and logistics functions

Europe

Procurement and logistics functions

Collaboration and optimization

Centralize supply chain management under Procurement & Logistics Dept.  
Drive profit generation and strengthen competitiveness by reducing procurement and logistics costs

# Basic Policy and Activities of the Manufacturing Plants

## Promotion of Manufacturing DX (Digital transformation)

### Strengthen core competence

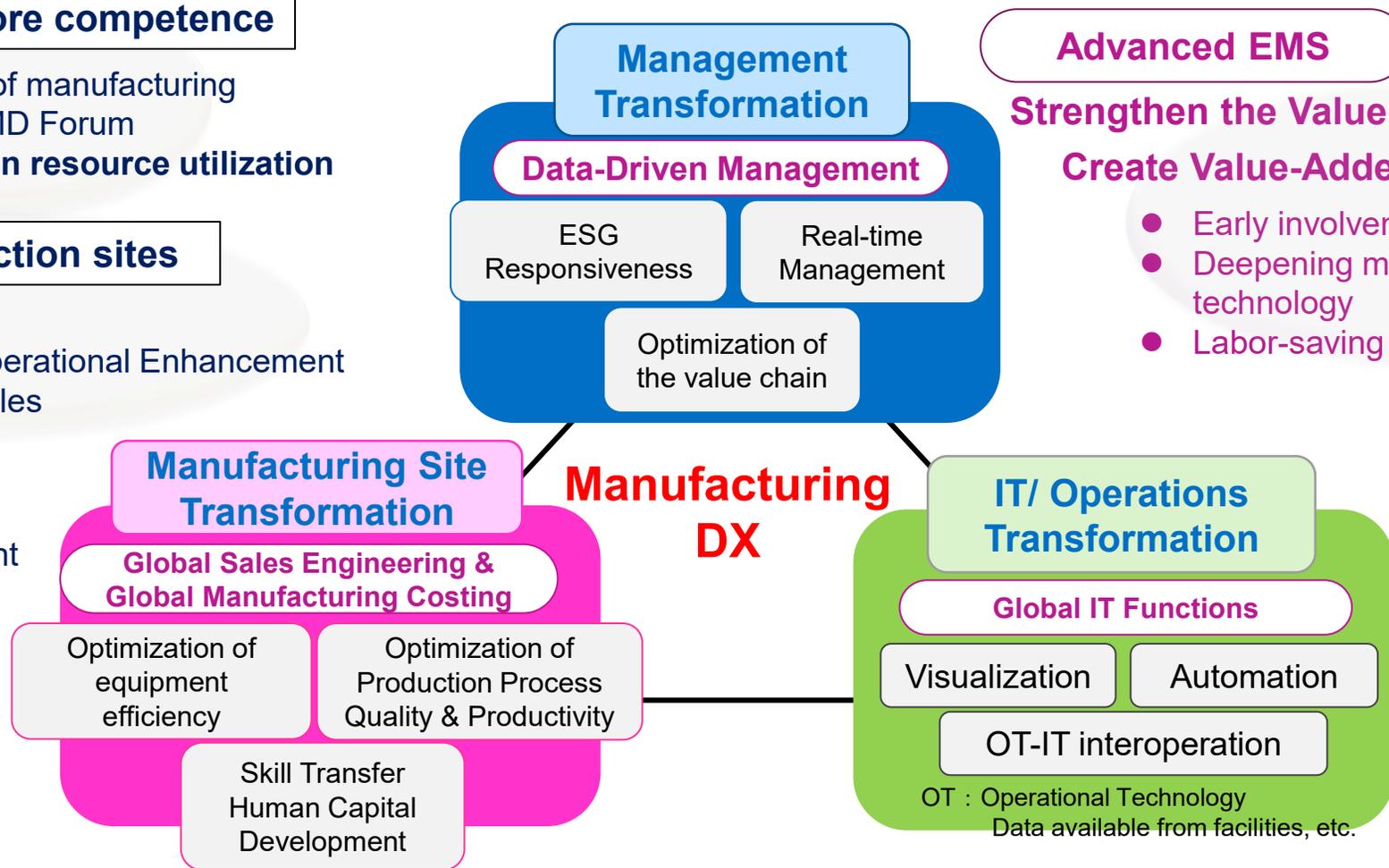
- Implementation of manufacturing subcommittee, MD Forum
- **Overseas human resource utilization**

### Strengthen production sites

- High quality assurance
- Introduction of APQP, Operational Enhancement
- Promotion of SIIX Principles

### Smart Factory

- Visualization Management (Dashboard)
- Installation of automated warehouses
- Installation of automated equipment and robots (Self-developed automatic machines)



### Advanced EMS

### Strengthen the Value Chain

### Create Value-Added SIIX Manufacturing

- Early involvement in product processes
- Deepening manufacturing process technology
- Labor-saving through AI technology

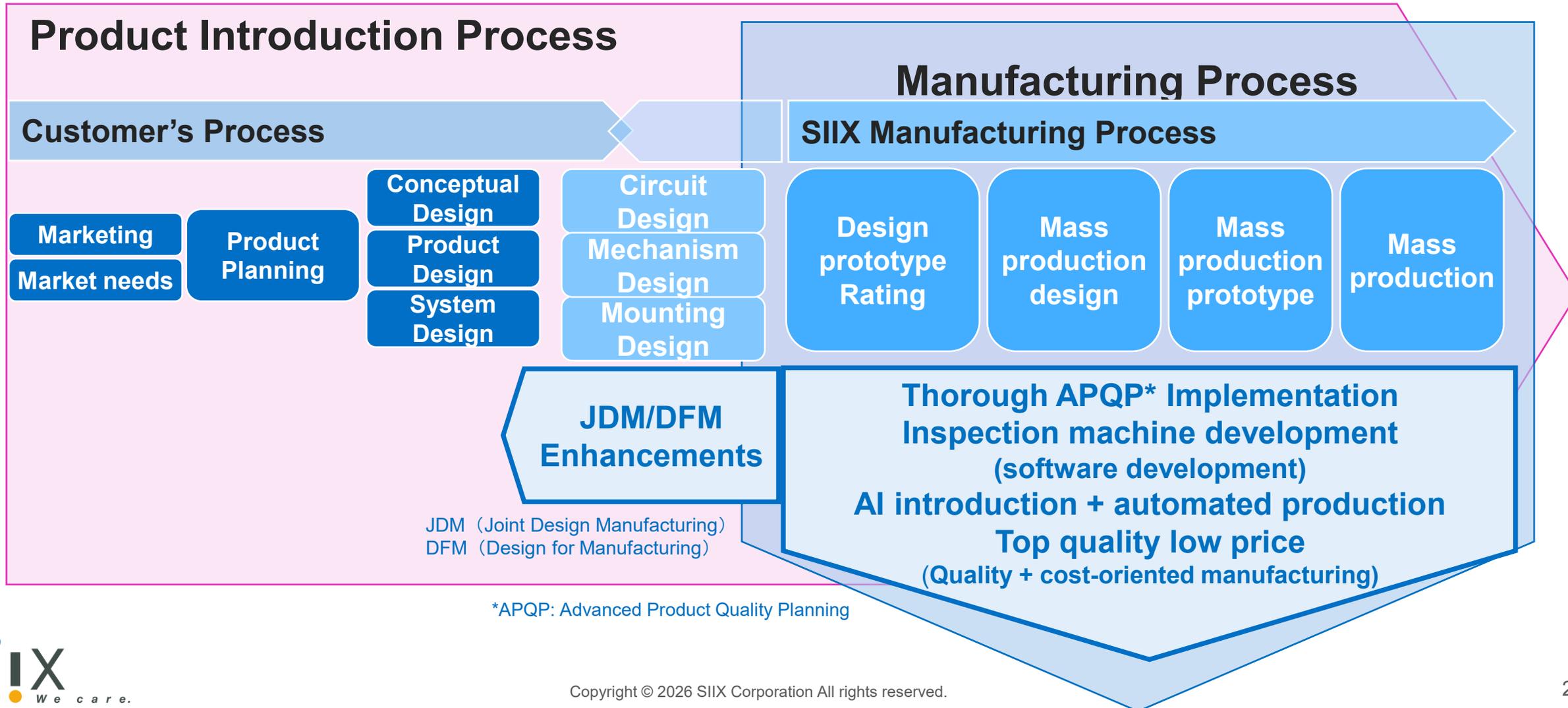
### Human Capital Development

- Standardization of equipment
- SIIX Academy Education Edition

OT : Operational Technology  
Data available from facilities, etc.

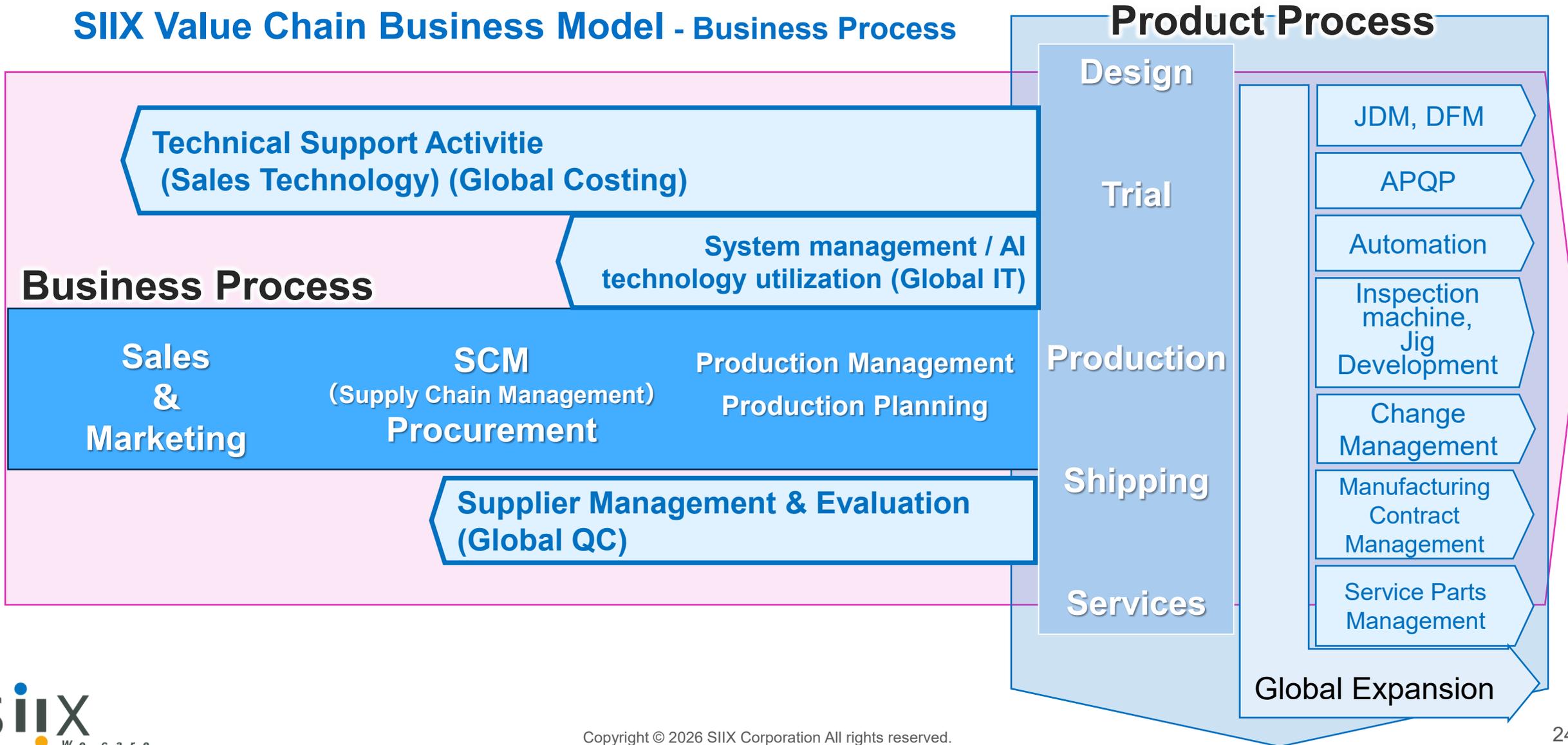
# Advanced EMS

## SIIX Value Chain Business Model - Product Introduction Process

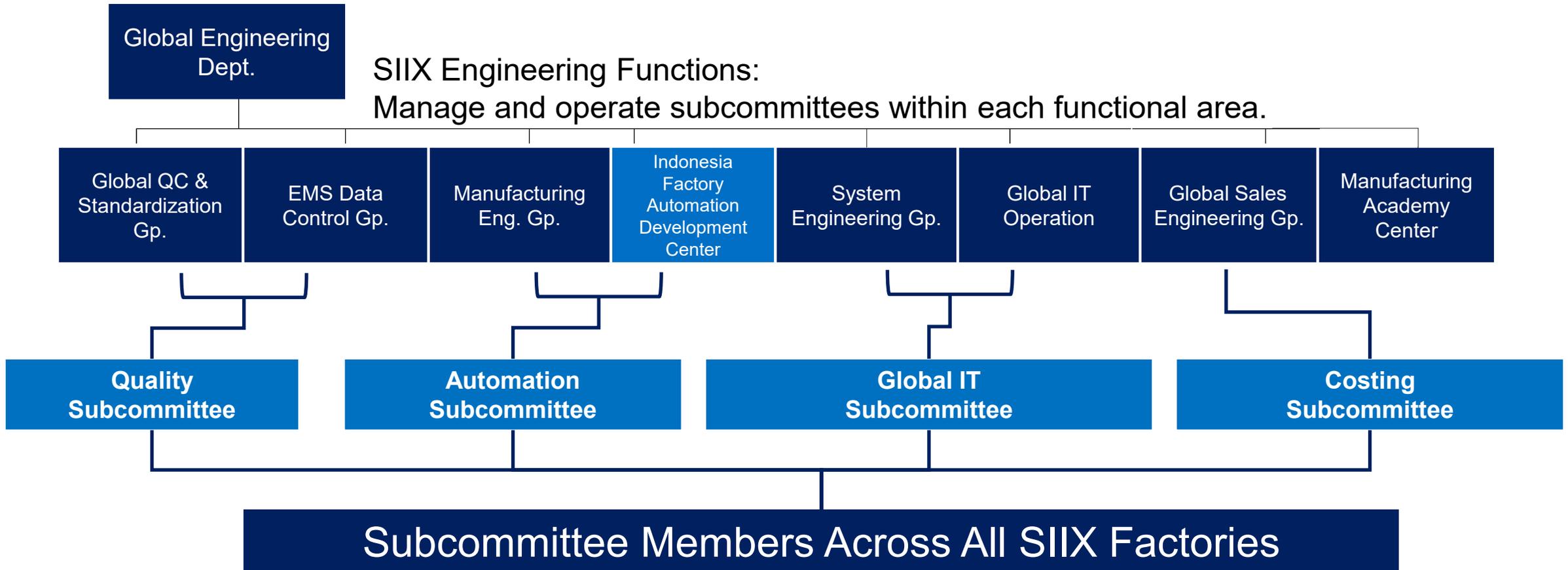


# Advanced EMS

## SIIX Value Chain Business Model - Business Process



- Strengthen Core Competencies, Enhance On-site Capabilities, and Establish Smart Factory Frameworks
  - Establish a reinforced framework by expanding subcommittee activities globally



# Human Capital Development

## - Progress of SIIX Manufacturing Academy

- Established SIIX Manufacturing Academy in 2025

Started to be released to manufacturing sites, Started continuous training of SIIX manufacturing personnel

Future Initiatives

- Sharing experience and know-how with manufacturing bases. From one-way education to mutual understanding and growth
  - All advanced curriculum released. Enhance know-how and improvement items.
  - Open to sales bases, aiming to develop sneak salespeople who understand manufacturing
  - Reflection in human resource development and evaluation at manufacturing sites
- Beginner: Training for new employees, application to operator skill maps  
 Intermediate: Use for quality control, manufacturing leader training, and process improvement  
 Advanced: Engineers, NPI process design, and quality control

- Curriculum Availability **32 items → 46 items**

Beginner and Intermediate Edition 7 languages 100% available

[ Japanese, English, Chinese, Spanish  
 Thai, Indonesian, Slovak ]

Level	Opening	Total	%
Beginner	15	15	100%
Intermediate	21	21	100%
Advanced	10	15	67%
<b>Total</b>	<b>46</b>	<b>51</b>	<b>90%</b>

- Total number of comprehension test takers

**992 ppl**  
**→ 2,197 ppl**

	Level			Total
	Beginner	Inter mediate	Advanced	
Print, Mount, Reflow	239	157	0	396
SPI	156	130	2	288
AOI	179	120	10	309
ICT	90	59	0	149
Coating	138	60	0	198
Depaneling	136	42	3	181
FCT	105	49	0	154
X-ray	58	22	0	80
Wave soldering	143	68	0	211
ESD	82	16	13	111
Packaging design	0	61	0	61
APQP	0	59	0	59
<b>Total</b>	<b>1326</b>	<b>843</b>	<b>28</b>	<b>2197</b>

# Strengthen core competencies: Human Capital Development

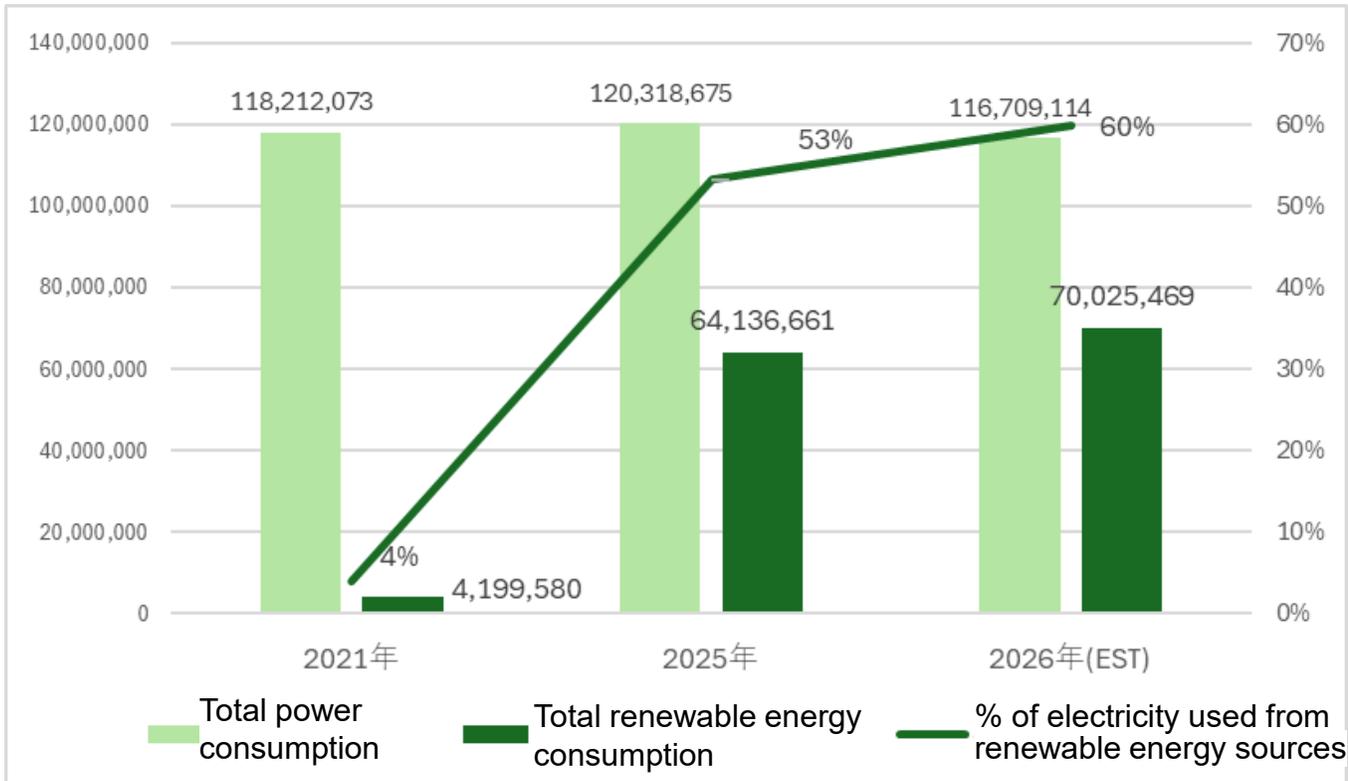
- Progress of SIIX Manufacturing Academy

- Curriculum structure ●: Public, ○: Preparing (2Q full release)

PROCESS	CURRICULUM		BEGINNER	INTERMEDIATE	ADVANCED
SMT	Printing Mounting Reflow	Surface Mounting	●		
		PCB and Components	●	●	●
		Solder	●	●	○
		Solder print	●	●	●
		Component mounting	●	●	○
		Reflow	●	●	●
		Defects and main causes			
	SPI		●	●	●
AOI		●	●	●	
Backend PCBA	ICT In Circuit Testing		●	●	●
	Conformal Coating		●	●	●
	PCB Depaneling		●	●	●
	FCT Function test		●	●	○
	AXI X-ray inspection		●	●	●
	Wave soldering		●	●	○
NPI	ESD		●	●	○
	Packaging			●	
	APQP	Basic		●	
System guideline				●	
Know-How	LED High precision mounting technology			●	
	Boundary scan			●	
	LED sub mounting			●	
Improvement	Changeover			●	

# CO2 Reduction Activities

## • Scope-2



## • Usage of Renewable Energy Electricity

Slovakia Plant, Sagamihara Plant (Japan), China Plants (Dongguan, Shanghai), Philippines Plant, Mexico Plant, Germany Sales Office, Singapore Sales Office

## • Solar power installation status



## • 2025 Implementation Items

- Switch to renewable energy
  - Philippines (99%)
  - Dongguan, China (100%)
  - Shanghai, China (64%)
- Solar Power Generation
  - Singapore
  - Thailand
- Switch to purchasing emission credits in their own countries
  - China (Dongguan, Shanghai, Hubei)
  - Mexico (Partial implementation)



# Initiatives in ESG – Reduction of total CO2 emissions

Environment

	Target (2030)	2021 (Base year)	2024 Actual	CO2 emissions reduction activities
<b>SCOPE 1</b>		924t	<b>1,032t</b>	Promoting the use of EVs for company cars. (All bases)
<b>SCOPE 2</b>	vs 2021 95.6% cut	69,484t	<b>0t</b>  <b>vs 2021 100% cut</b>  <b>SCOPE 1,2 98.5% cut</b>	<p><b>Solar panels installed</b> Already installed: 3 plants in China (Shanghai, Dongguan, Hubei), Mexico, Jakarta, Batam, Singapore, Thailand</p> <p><b>Switch electricity derived from renewable energy sources</b> 100% at Sagamihara Plant, Europe area and Dongguan Plant, 64% at Shanghai Plant, 99% in Philippines plant, 50% at Mexico plant</p> <p><b>Promote energy-saving activities</b> Implement energy saving during downtime of solder hardening furnaces, consider energy-saving effects of centralized air conditioner management.</p> <p><b>Switch production facilities to energy-saving models</b> Add power consumption as a criterion for capital investment.</p>
<b>SCOPE 3</b>	vs 2021 25% cut	583,026t	<b>579,353t</b>  <b>0.63% cut</b>	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 will start in 2025)
<b>TOTAL</b>		653,434t	<b>580,385t</b>	<ul style="list-style-type: none"> <li>• Obtained third-party guarantee in FY2024 (SCOPE 1,2,3)</li> <li>• Selected as CDP Supplier Engagement Leader (FY2024)</li> <li>• Obtained SBT Certification (Targets for 2030)</li> <li>• <b>CDP Score: Climate Change A (FY2025)</b></li> </ul>

**Renewable Energy Utilization Rate**

FY2021 4%

FY2024 20%

FY2025 53%

FY2026 **60% (plan)**

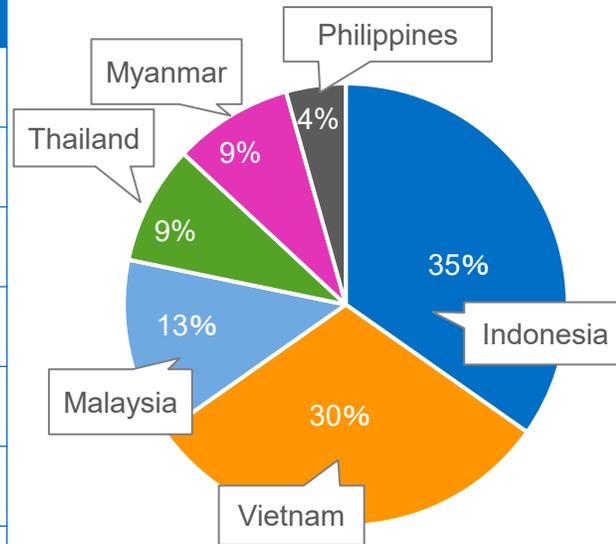


# Initiatives in ESG – Murai SIIX Foundation

## • Recruitment status of the first batch of scholarship students

- Number of scholarship students by university and distribution of scholarship students' countries of origin

University	Number of scholarship students (persons)
Kansai Gaidai University	2
Kwansei Gakuin University	5
Kansai University	2
Chuo University	1
Doshisha University	5
Meiji University	1
Ritsumeikan Asia Pacific University	2
Ritsumeikan University	5



## • 1<sup>st</sup> Scholarship Student Meeting

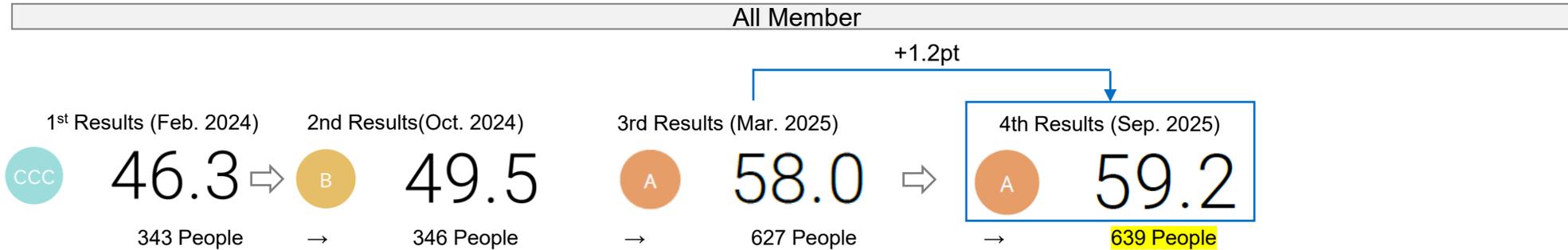
We held the 1st Scholarship Student Meeting on Saturday, October 4, 2025. Twenty-three scholarship students, including those attending online, gathered together and actively exchanged opinions and socialized.

In the first year, we provided scholarships to students from the ASEAN region studying in Japan. Next year, we will expand the scope to include students from Japan studying in the ASEAN region, continuing our scholarship program for outstanding students.

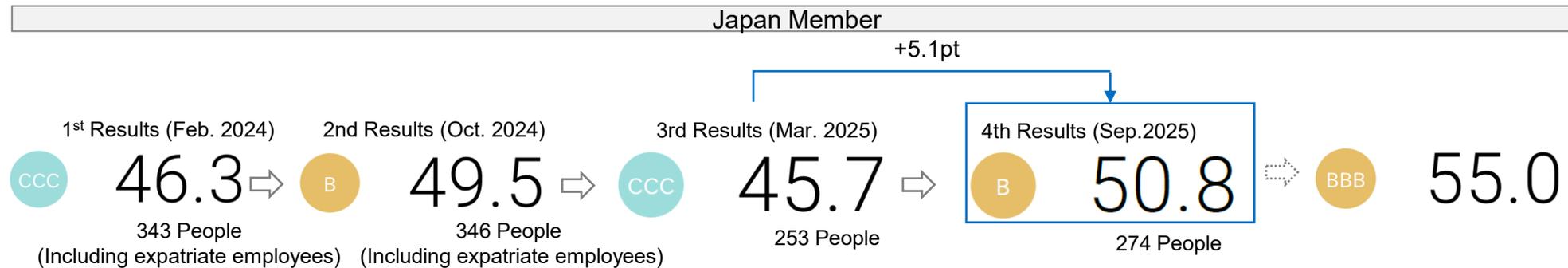


# Initiatives in ESG – Engagemet Score

- Change in ES



Foster awareness of the importance of the philosophy through SIIX Pioneers

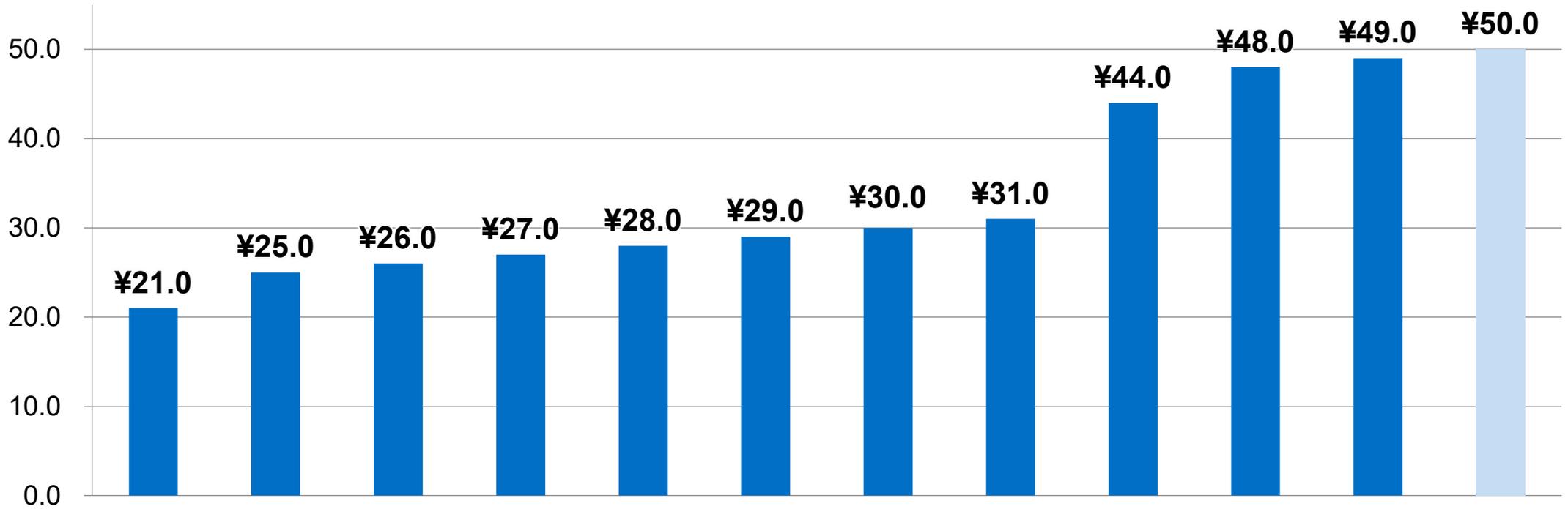


Improve the engagement of young employees in Japan



# 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



**Renzoku**  
Biologics

# Renzoku Biologics

A Centre of Excellence for Advanced Biomanufacturing

2025.2.20 Financial Results Briefing

# Mission and Vision

## Mission

Contribute to the health care of the people around the world through innovation in biopharmaceutical manufacturing

## Vision

~2028

Short Term

Build GMP capacity (50–200L) for clinical products and establish a CDMO foundation as a Centre of Excellence in biomanufacturing using advanced technologies

~2031

Mid Term

Establish GMP capacity and facilities (500L scale) for commercial production and expand globally to secure a revenue base for growth

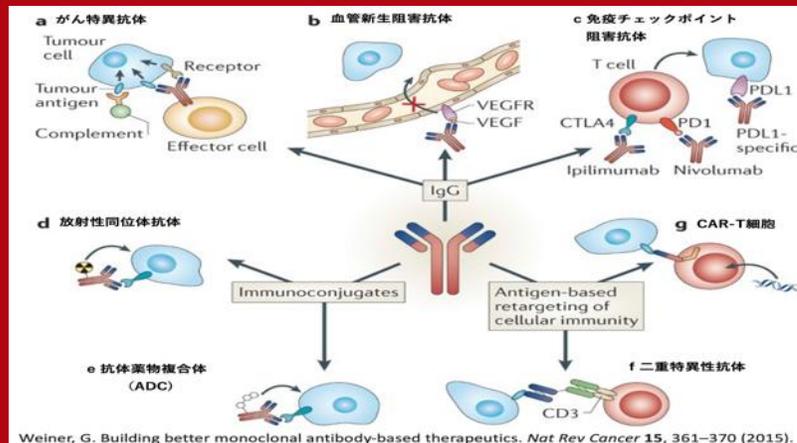
# What Renzoku Biologics aims to do?

We will be a CDMO that provides customers with antibody drugs superior in cost, speed, and quality using by advanced bio-manufacturing technology

CDMO: Contract Development and Manufacturing Organization

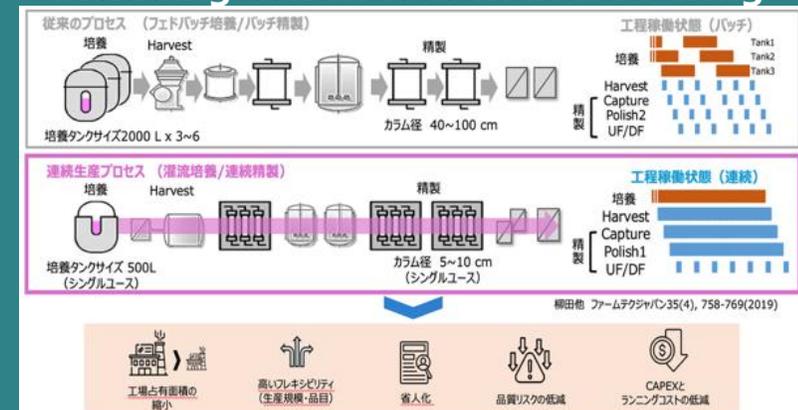
## Antibody Drugs

Antibody drugs continue to produce a variety of treatments



## Advanced bio-manufacturing technology

Building a factory with the integration of the advanced bio-manufacturing technology including continuous manufacturing



# Process development lab, Manufacturing site construction plan

2024

2025

2026

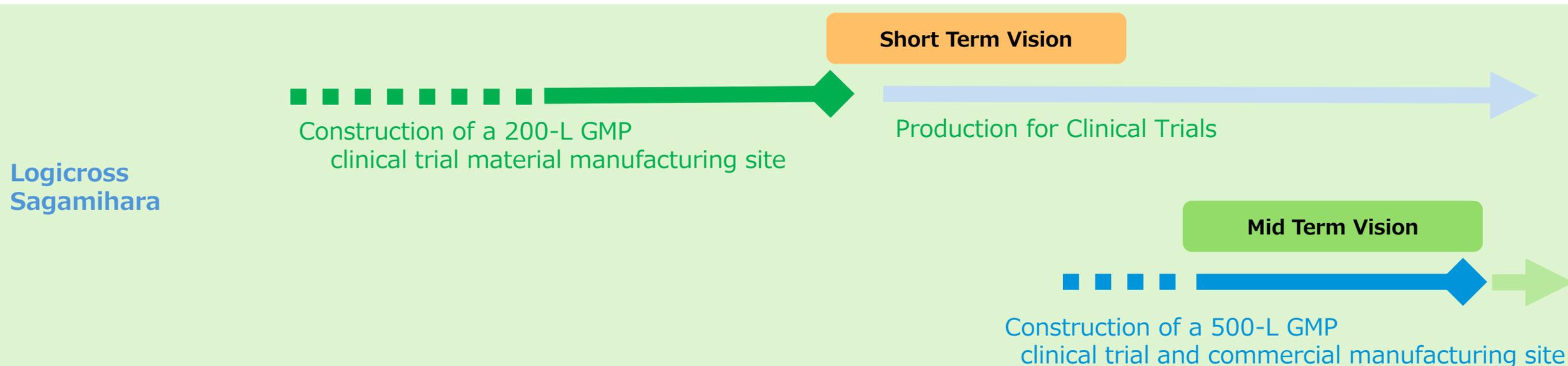
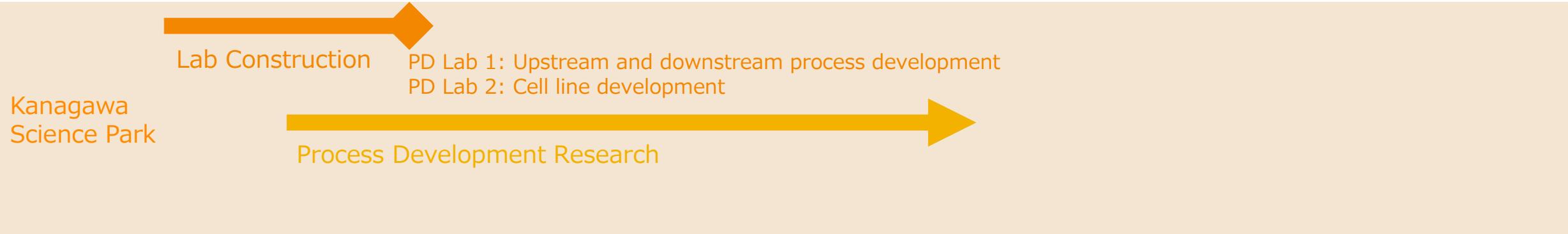
2027

2028

2029

2030

2031



# KSP laboratories

Kanagawa Science Park (KSP)



Meeting Room



PD Lab1

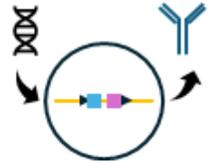
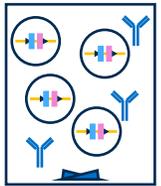
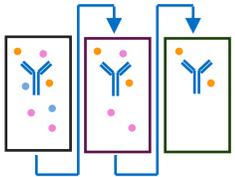


PD Lab2



# Process development lab progress

**Installation of the equipment for each process development has been completed, and first-generation validation is scheduled for completion in 2027**

		Progress by 2025	今後の計画
CLD		<ul style="list-style-type: none"> <li>A model antibody cell line was developed for culture studies</li> </ul>	<ul style="list-style-type: none"> <li>Conventional cell line development process established in H1 2026</li> <li>Proprietary cell line development completed in 2027</li> </ul>
USP		<ul style="list-style-type: none"> <li>Culture condition optimization in progress</li> </ul>	<ul style="list-style-type: none"> <li>Medium selection completed in H2 2026</li> <li>First-generation process validation started in H2 2026 and completed in H1 2027</li> </ul>
DSP		<ul style="list-style-type: none"> <li>Purification condition optimization in progress</li> </ul>	<ul style="list-style-type: none"> <li>First-generation process validation started in H2 2026 and completed in H1 2027</li> </ul>
Analytics		<ul style="list-style-type: none"> <li>Analytical method establishment in progress</li> </ul>	<ul style="list-style-type: none"> <li>First-generation process validation started in H2 2026 and completed in H1 2027</li> </ul>

# Customer acquisition strategy

1. We will leverage our speed, flexibility, and advanced manufacturing capabilities to segment domestic and international customers by company type, product type, and production scale, and explore contract manufacturing and collaboration opportunities.
2. In the early stage of growth, we will primarily target emerging biopharmaceutical companies with limited manufacturing capabilities (Type A and B) and small- to mid-scale products, while building a proven track record of GMP manufacturing through continuous production.
3. For biosimilars, we will prioritize contract manufacturing and collaboration opportunities with domestic and international companies seeking stable and reliable supply.

Group	Customers' antibody manufacturing capabilities	
A	Start up companies	
B	Large and mid-sized pharmaceutical companies with relatively limited manufacturing capabilities	
C	Large pharmaceutical companies with advanced manufacturing capabilities	

Product Type	Product Scale	Development Stage
New	Large	PI/II, PIII/Commercial
	Mid (Orphan)	PI/II, PIII/Commercial
Biosimilars	Large	PIII/Commercial



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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



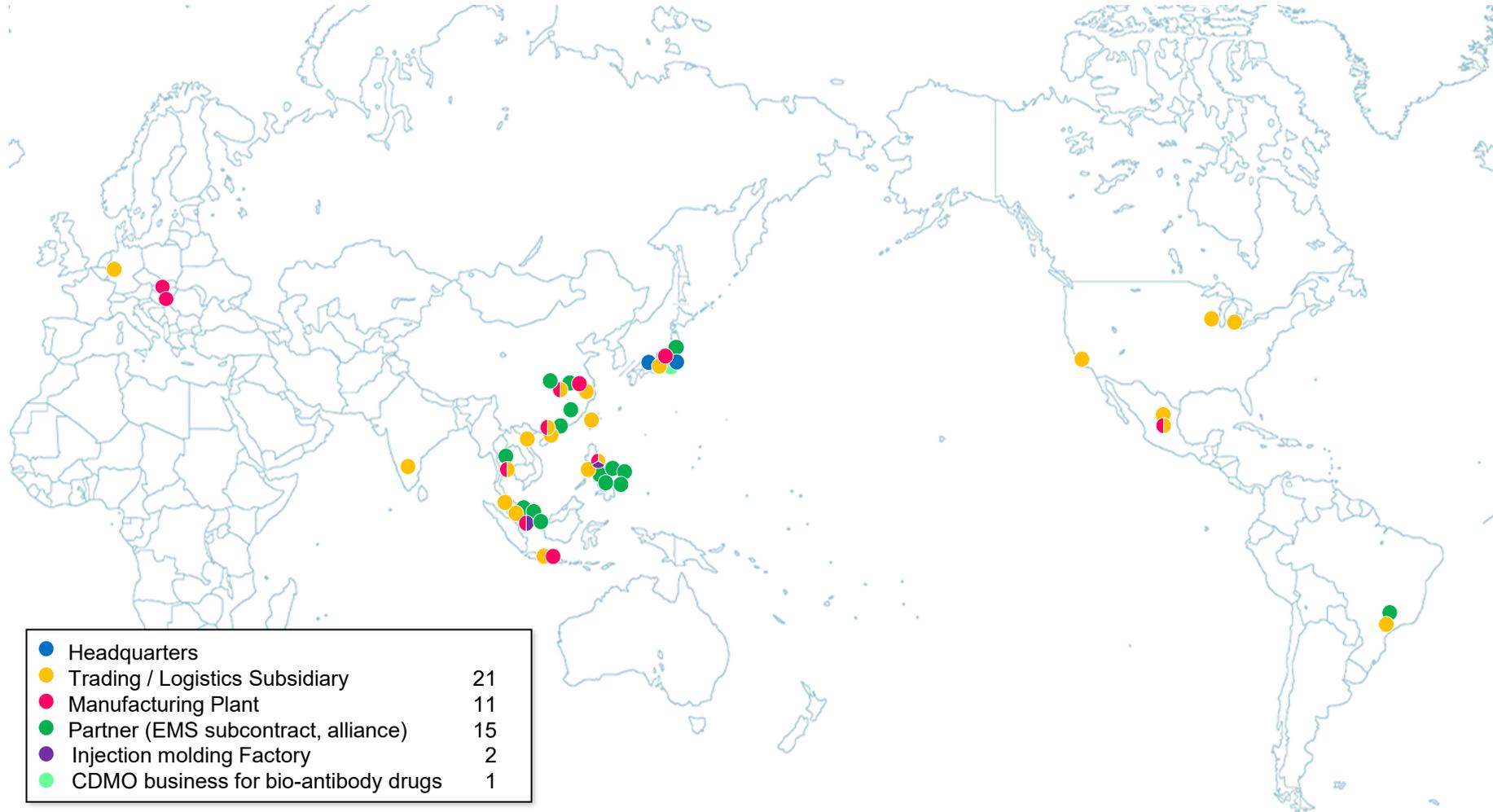
# Sales by market sector

(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)



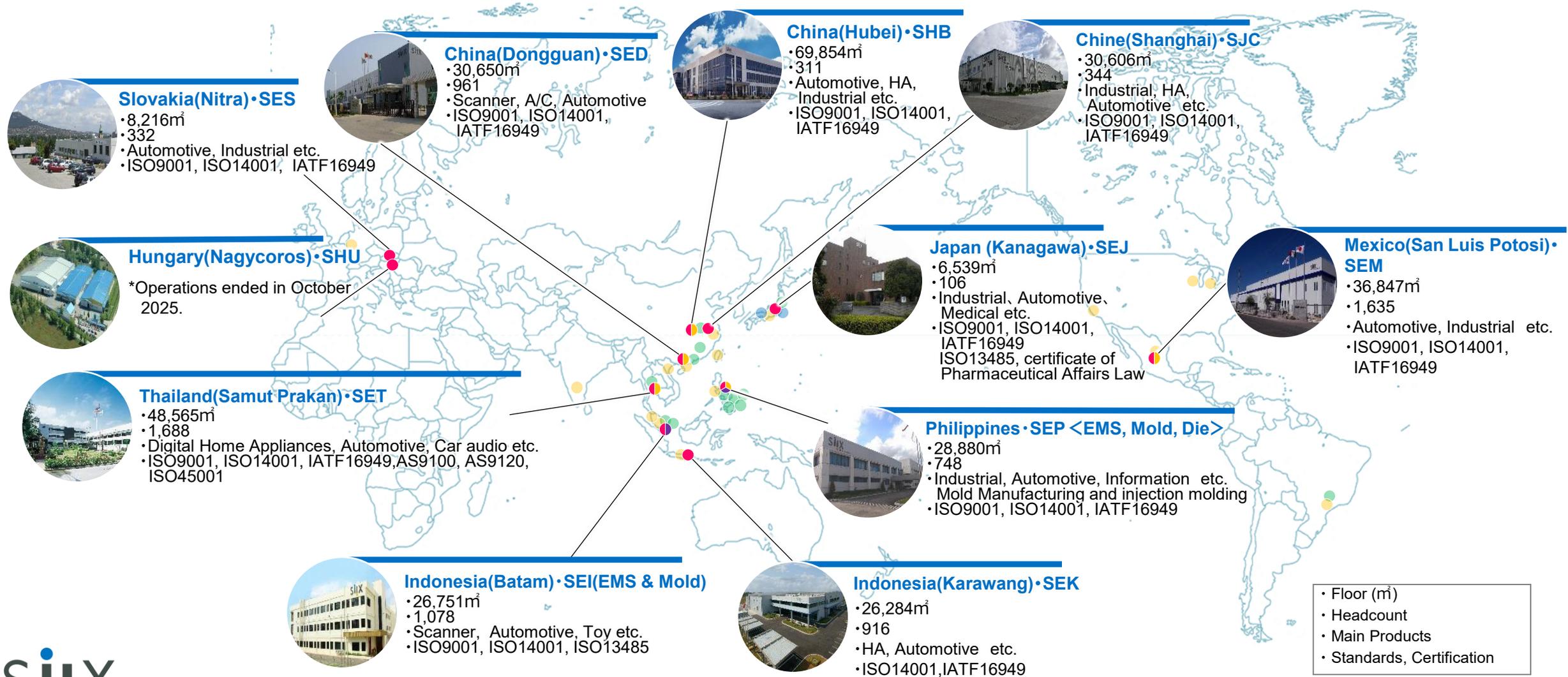
● Headquarters	
● Trading / Logistics Subsidiary	21
● Manufacturing Plant	11
● Partner (EMS subcontract, alliance)	15
● Injection molding Factory	2
● CDMO business for bio-antibody drugs	1

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



# SIIX GLOBAL NETWORK – Manufacturing Factory

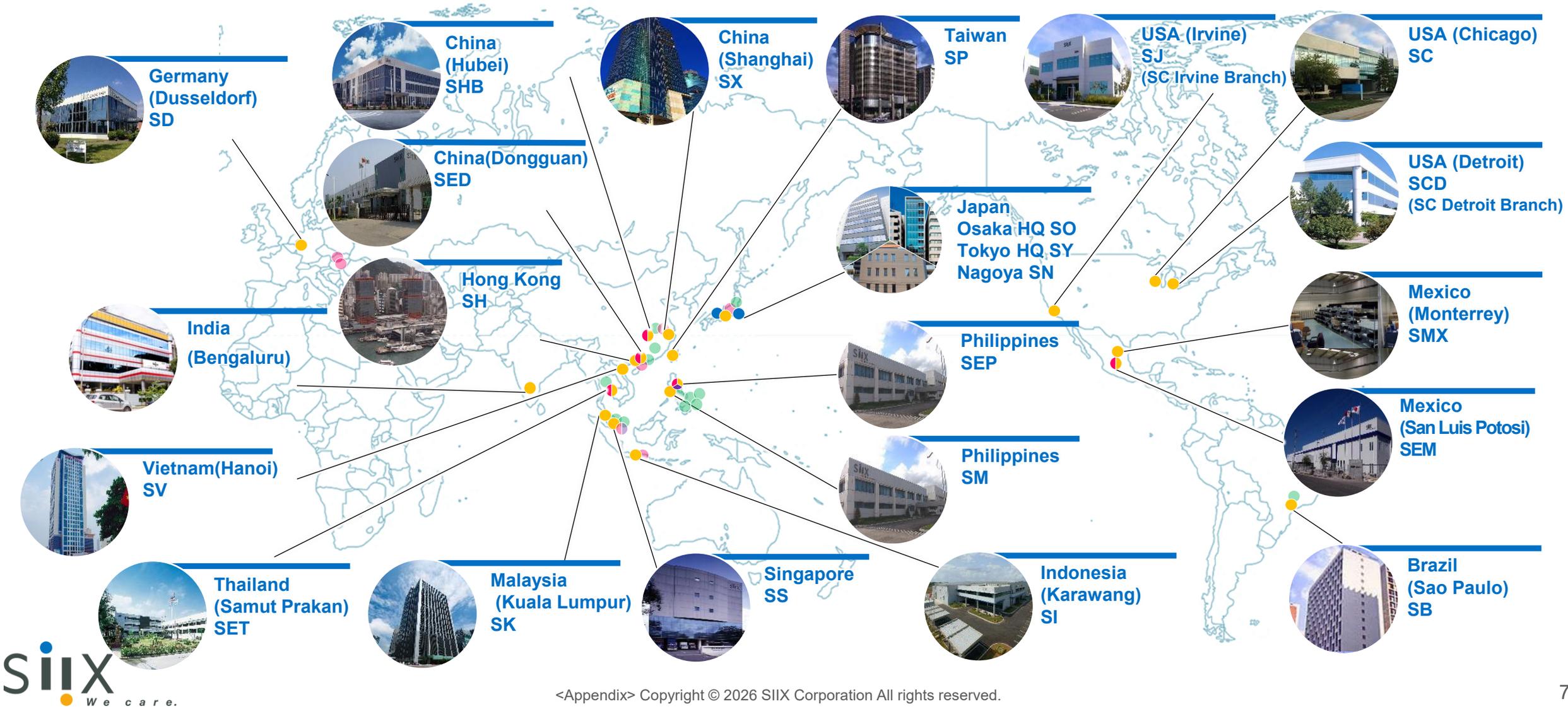
(as of end of Dec. 2025)



- Floor (m<sup>2</sup>)
- Headcount
- Main Products
- Standards, Certification

# SIIX GLOBAL NETWORK – Sales & Logistics

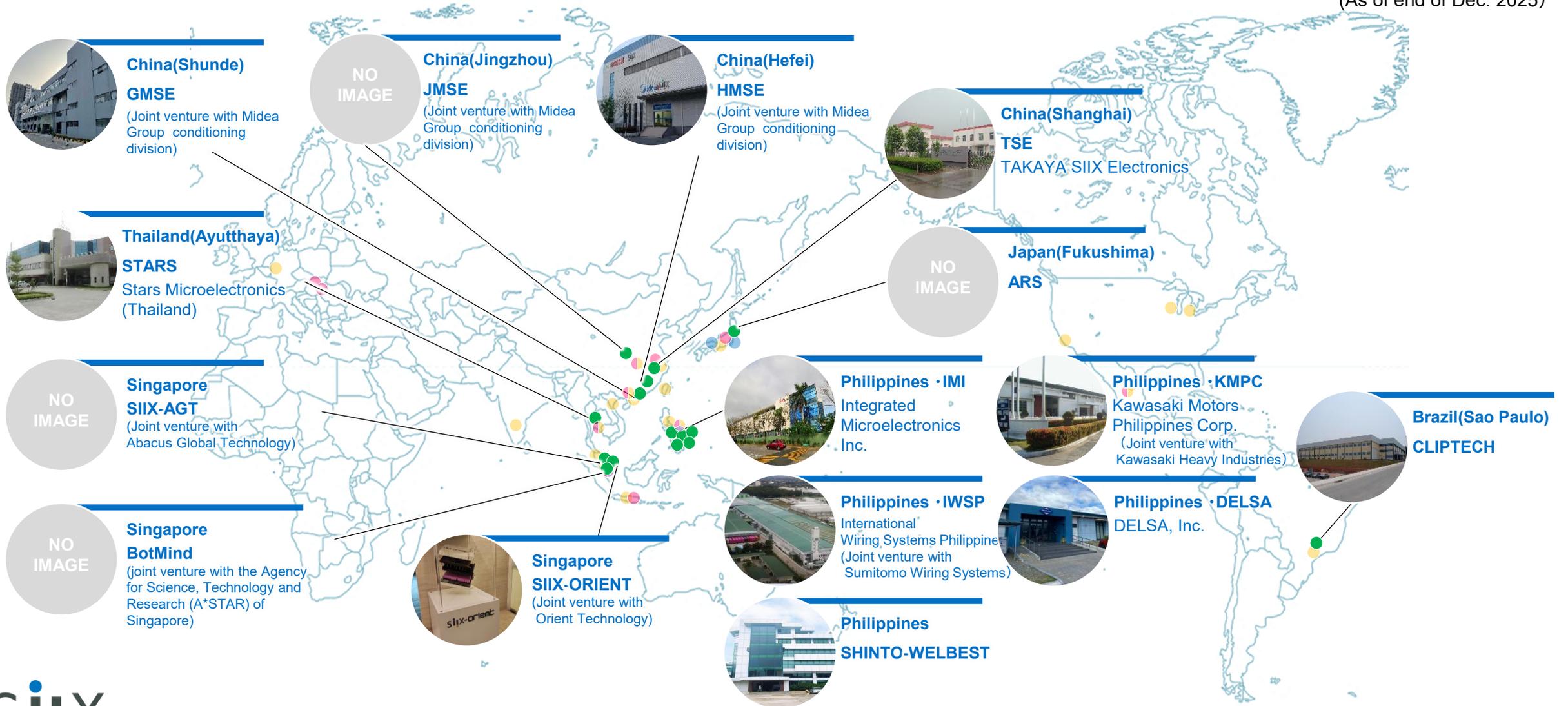
(as of end of Dec. 2025)





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

(As of end of Dec. 2025)





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