

Financial Results Briefing

FY2025 1H Presentation

Macnica Holdings, Inc.

October 27, 2025

In this presentation, "ICs, electronic devices and others business" is referred to as Semiconductor Business. Beginning in the fiscal year ending March 31, 2026, the segment name "Network Business" has been renamed "Cybersecurity and Other IT Solutions Business". Accordingly, it is referred to as the Cybersecurity Business. In addition, item classifications have been revised, with "Other Standard ICs" now separated into "Microcontroller" and "Power and Other ICs". As a result, figures for the fiscal year ended March 31, 2025 have been retroactively adjusted. Please note that the figures presented on pages 4 through 9 exclude overlap among the Semiconductor Business, Cybersecurity Business, and CPS Solutions Business. Consequently, these figures differ from those disclosed in the Summary of Financial Statements and Financial Results Briefing (Data). From page 35 onward (Appendix), the figures are consistent with those disclosed in the financial results, and include the CPS Solutions Business within both the Semiconductor Business and Cybersecurity Business, resulting in overlapping figures.

AGENDA

01 Results

- ① Business Performance Highlights for FY2025 1H
- ② Results for FY2025 1H (Consolidated)

02 Mid-Term Management Plan (FY2025-2027)

- ① Company-wide
- ② Semiconductor Business
- ③ Cybersecurity Business
- ④ CPS Solutions Business
- ⑤ Strengthening the Management Base

03 Appendix

- ① Quarterly Results

01 Results

- ① Business Performance Highlights for FY2025 1H
- ② Results for FY2025 1H (Consolidated)

Business Performance Highlights for FY2025 1H

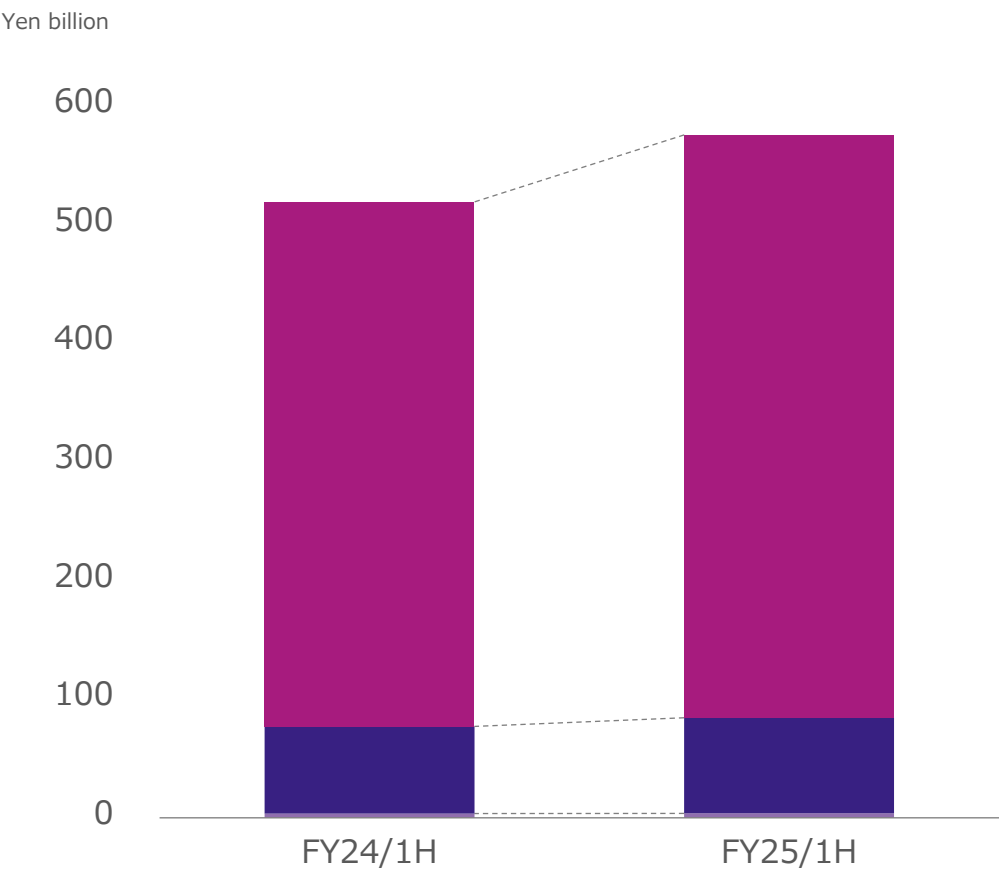
Yen billion	2Q						Apr-Sept Accumulated			FY25	
	Results	Y/Y change		Q/Q change			Results	Y/Y change		Planned	Progress
Net Sales	293.8	+31.2	+12%	+12.2	+4%		575.4	+56.5	+11%	1,050	55%
Semiconductor Business	252.7	+28	+12%	+14.2	+6%		491.1	+49.2	+11%	868.2	57%
Cybersecurity Business	39	+3.2	+9%	▲2.6	▲6%		80.6	+7.2	+10%	166.8	48%
CPS Solutions Business	2.2	▲0	▲1%	+0.6	+40%		3.7	+0	+1%	15	25%
Operating Income	9.3	▲1	▲10%	+1.1	+14%		17.5	▲4.8	▲22%	42	42%
Semiconductor Business	7.8	▲0.5	▲6%	+1.8	+30%		13.8	▲4.2	▲23%	28.4	49%
Cybersecurity Business	3.6	+0.7	+24%	▲0.7	▲17%		7.9	+1.4	+22%	18.1	44%
CPS Solutions Business	▲2.1	▲1.2	-	+0	-		▲4.2	▲2.1	-	▲4.5	-
Net Income attributable to Owners of Parent	5.9	▲1.3	▲18%	+0.8	+17%		11	▲4.2	▲28%	27	41%
Average exchange rate (JPY/USD)	146.33 yen						146.25 yen			145 yen	

- In 1H**
Semiconductor business: Sales increased due to demand related to AI and transfer of distribution channels overseas. Profit decreased, affected by the sharp appreciation of the yen and the Taiwan dollar in 1Q.
Cybersecurity business: Maintained strong performance both domestically and internationally.
- From 3Q Onward**
Semiconductor business: Gradual recovery in the industrial equipment market expected from 2H.
Cybersecurity business: Growth to continue domestically and internationally, mainly in security and application-related areas.
CPS Solutions business: Growth anticipated in 2H, centered on smart city/mobility.
- Full-Year Forecast for FY2025**
Full-year forecast announced on May 7, 2025 remains unchanged.

Dividends (per share)				
	Mid	End	Annual	Payout Ratio
FY2024	35 yen	35 yen	70 yen	50%
FY2025	35 yen	35 yen ^{*1}	70 yen ^{*1}	46% ^{*1}
<small>*1 Est.</small>				
<small>The Company executed a 1-for-3 share split of common shares, effective October 1, 2024. Figures prior to the split are calculated on the assumption that the share split was conducted.</small>				

Net Sales by Segment

575.4 billion Y/Y Change +10.9%

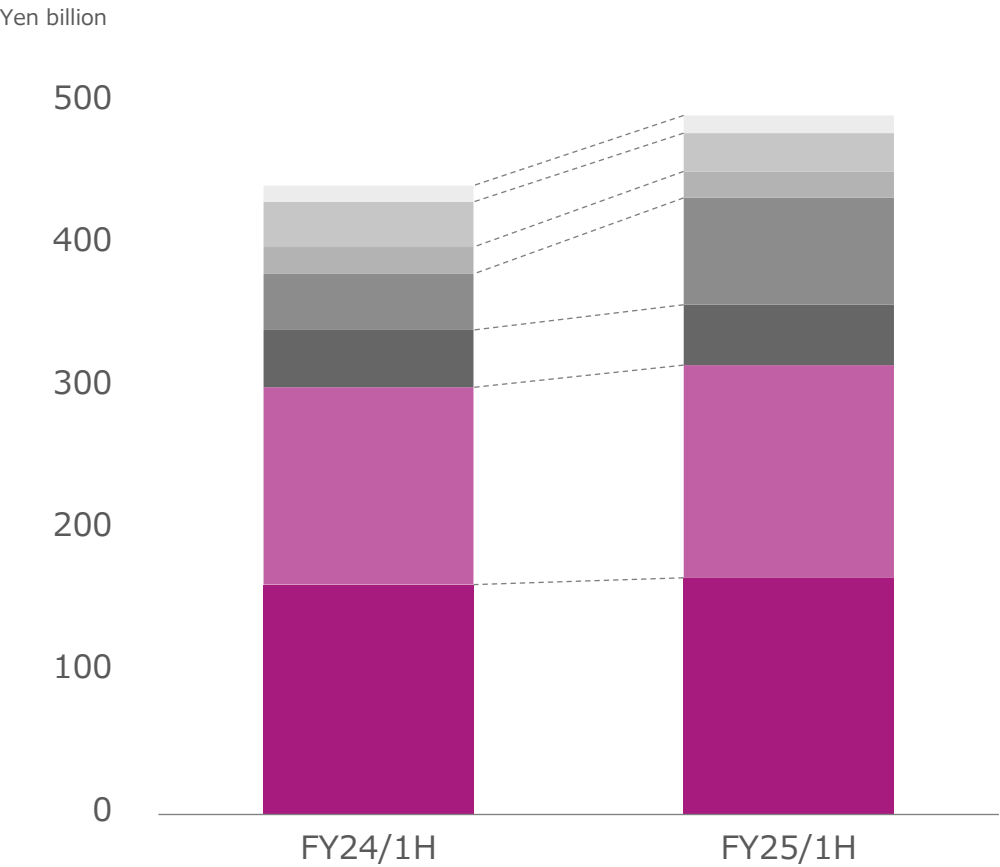


Y/Y Change +10.9%

(Yen billion)	FY24/1H		FY25/1H		Y/Y	
	Results	Ratio	Results	Ratio	Change	Change%
Semiconductor	441.9	85%	491.1	85%	+49.2	+11%
Cybersecurity	73.4	14%	80.6	14%	+ 7.2	+10%
CPS Solutions	3.6	1%	3.7	1%	+0.1	+1%
Total	519.0	100%	575.4	100%	+56.5	+10.9%

Semiconductor Business by Application: Net Sales

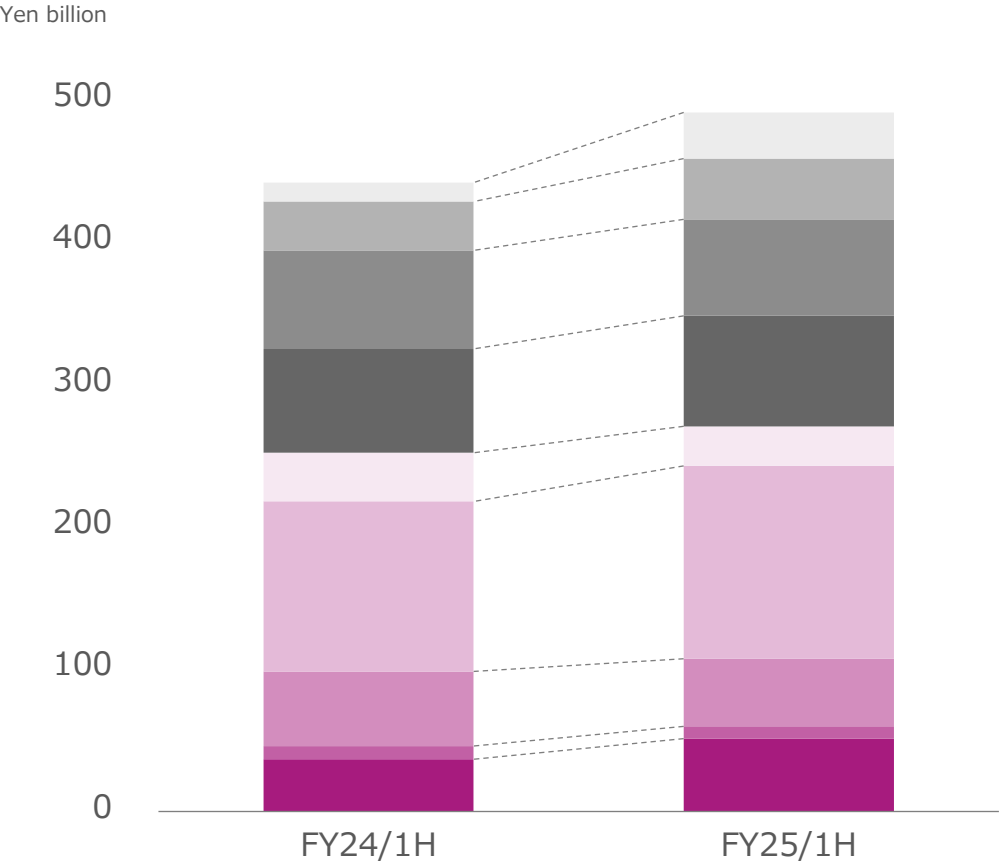
491.1 billion Y/Y Change +11.1%



(Yen billion)	FY24/1H		FY25/1H		Y/Y	
	Results	Ratio	Results	Ratio	Change	Change%
Telecom Terminals	11.5	3%	12.4	3%	+0.9	+8%
Telecom Infrastructure	31.7	7%	26.9	5%	▲4.8	▲15%
OA/Peripherals	18.9	4%	18.6	4%	▲0.3	▲1%
Computers	39.4	9%	75.1	15%	+35.8	+91%
Consumer Products	40.3	9%	42.4	9%	+2.1	+5%
Automotive Products	138.6	31%	149.4	30%	+ 10.8	+8%
Industrial Equipment	161.5	37%	166.3	34%	+4.8	+3%
Total	441.9	100%	491.1	100%	+49.2	+11.1%

Semiconductor Business by Product: Net Sales

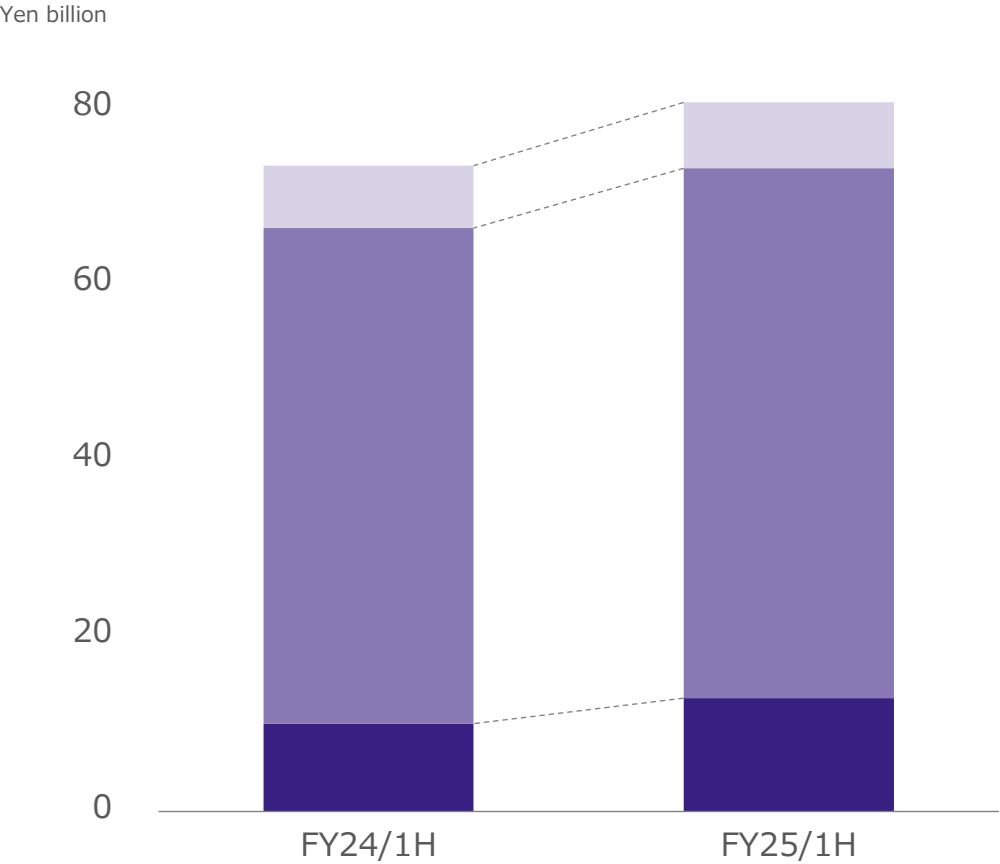
491.1 billion Y/Y Change +11.1%



(Yen billion)	FY24/1H		FY25/1H		Y/Y	
	Results	Ratio	Results	Ratio	Change	Change%
Other	13.3	3%	32.4	7%	+ 19.2	+145%
Electric Devices	34.3	8%	42.7	9%	+8.4	+25%
Power and Other ICs	69.2	16%	67.8	14%	▲1.4	▲2%
Microcontroller	73	17%	77.6	16%	+4.6	+6%
Memory	34.2	8%	27.8	6%	▲6.4	▲19%
Analog	119.4	27%	135.5	28%	+16	+13%
ASSP	52.4	12%	47.5	10%	▲4.9	▲9%
ASIC	9.3	2%	8.6	2%	▲0.7	▲8%
PLD	36.7	8%	51.2	10%	+14.4	+39%
Total	441.9	100%	491.1	100%	+49.2	+11.1%

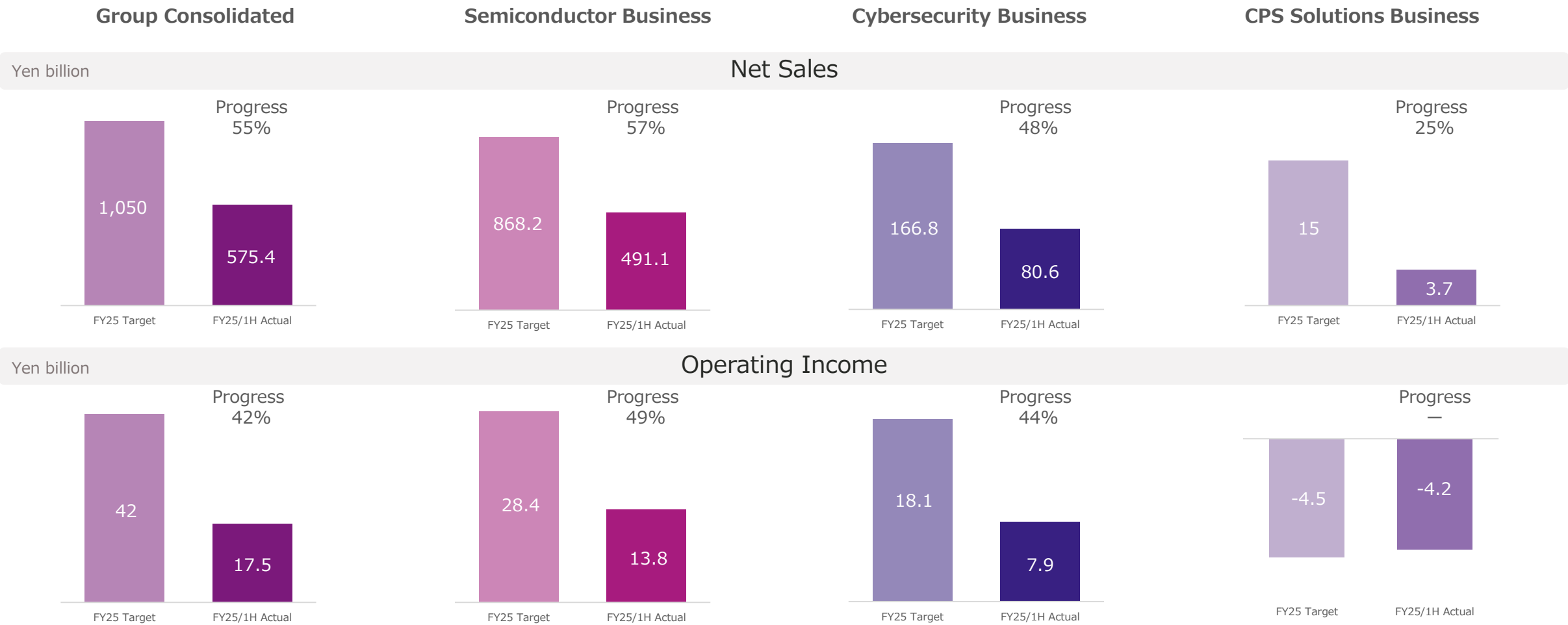
Cybersecurity Business by Product: Net Sales

80.6 billion Y/Y Change +9.8%



(Yen billion)	FY24/1H		FY25/1H		Y/Y	
	Results	Ratio	Results	Ratio	Change	Change%
Hardware	7.1	10%	7.5	9%	+0.4	+6%
Software	56.4	77%	60.3	75%	+ 3.9	+7%
Service	10	13%	12.9	16%	+ 2.9	+29%
Total	73.4	100%	80.6	100%	+7.2	+9.8%

Net Sales by Segment

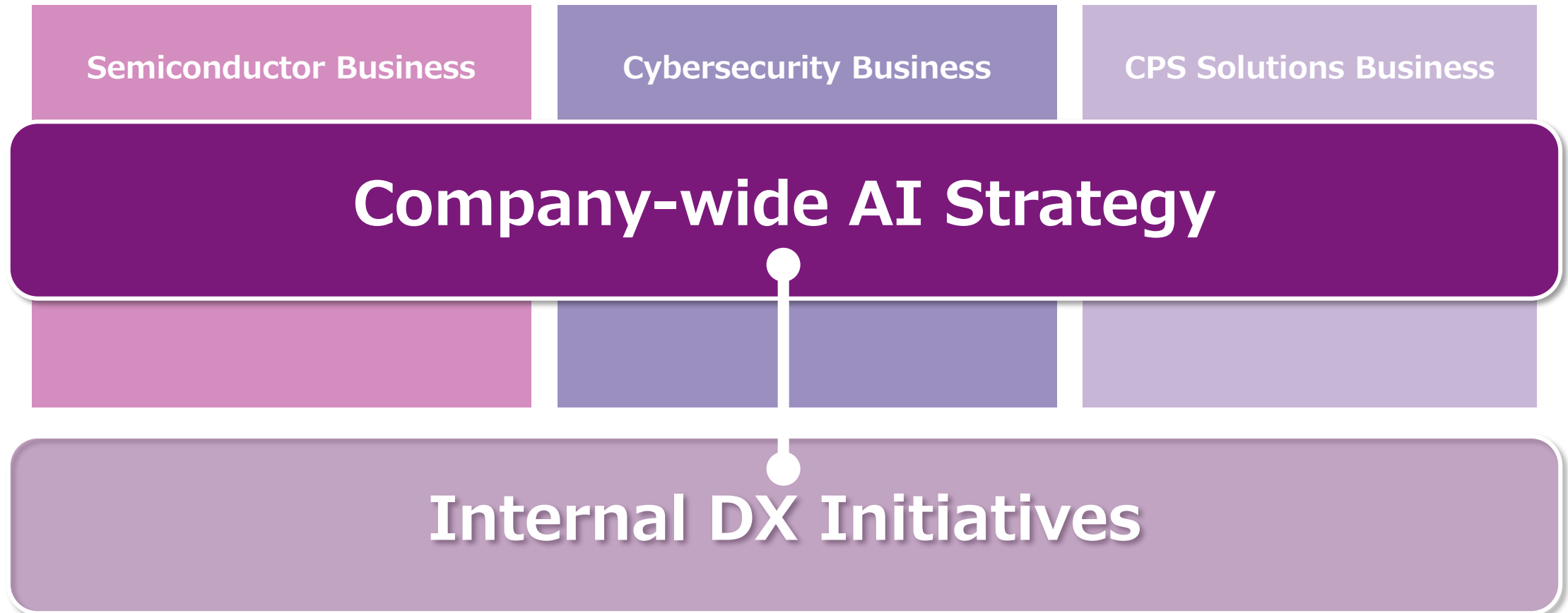


02 Mid-Term Management Plan (FY2025-2027)

① Company-wide

Company-wide AI Strategy

A cross-business strategy aligned with internal DX initiatives



Company-wide AI Strategy



Office Use



On-site Use



Product Use

Customized Services for Individual Clients (Integration & Development)

Industry- and Operation-
Specific General Services

Edge AI Solutions

System AI Solutions

AI Infrastructure Solutions

AI Segment Strategy: Edge AI Solutions

Strong upstream products, advanced AI technical support, broad product coverage for mass production

Research & Prototyping

Design & Development

Mass Production

Market Expansion

Edge AI Solutions



GPU/FPGA/ASSP



Boards



SOC



Industrial PCs

Macnica Technical Support

Fitting technology

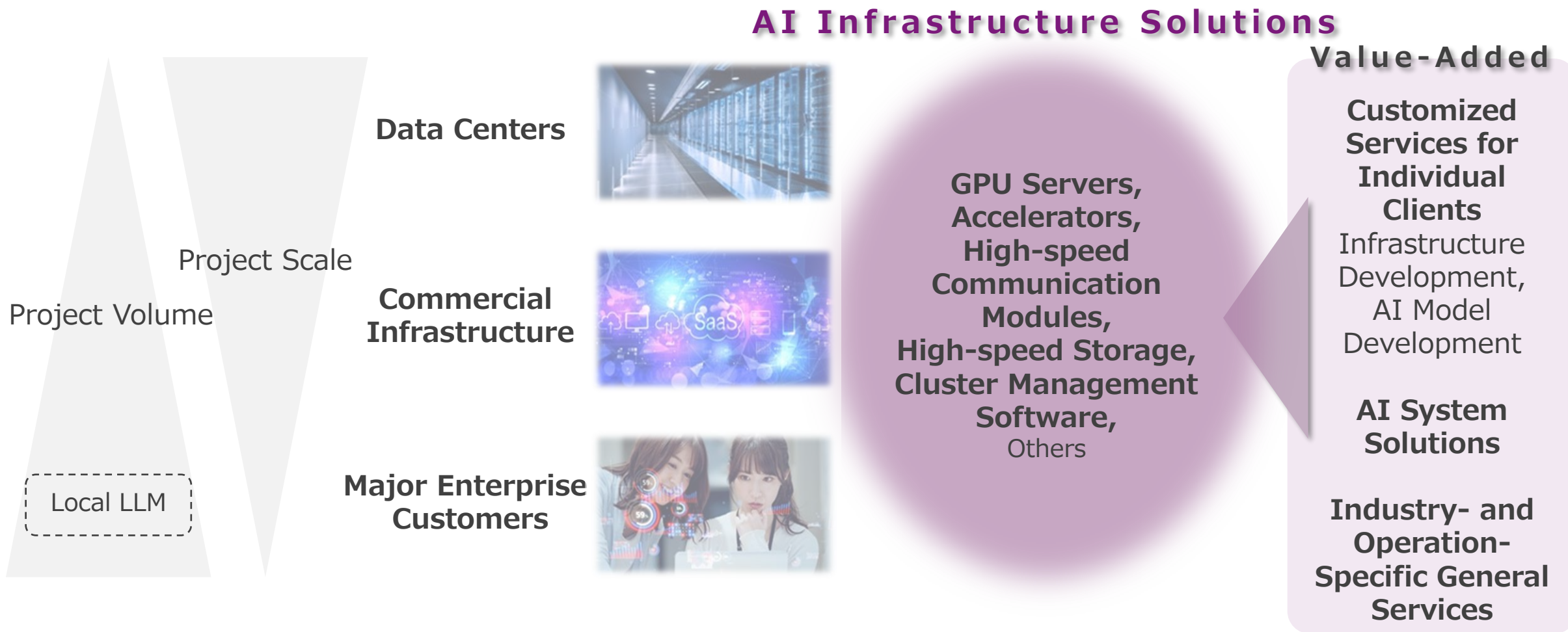
AI Model Conversion

Implementation



AI Segment Strategy: AI Infrastructure Solutions

Differentiation through Product Coverage and Company-wide AI Strategy



AI Segment Strategy: AI System Solutions

Portfolio Focused on Enterprise Customers and Commercial Systems

Services & Solutions

Macnica's Proprietary Services



AI Utilization

Manufacturing and Sales
Approval Document Checker

AI Systems



AI Data



Value-Added Distribution



AI Segment Strategy: Industry- and Operation-Specific General Services

Accumulating and Utilizing In-house Data as a Source of Corporate Competitiveness

Industry-specific
Manufacturing and Sales
Approval Document Checker

MACNICA
GenAI Platform

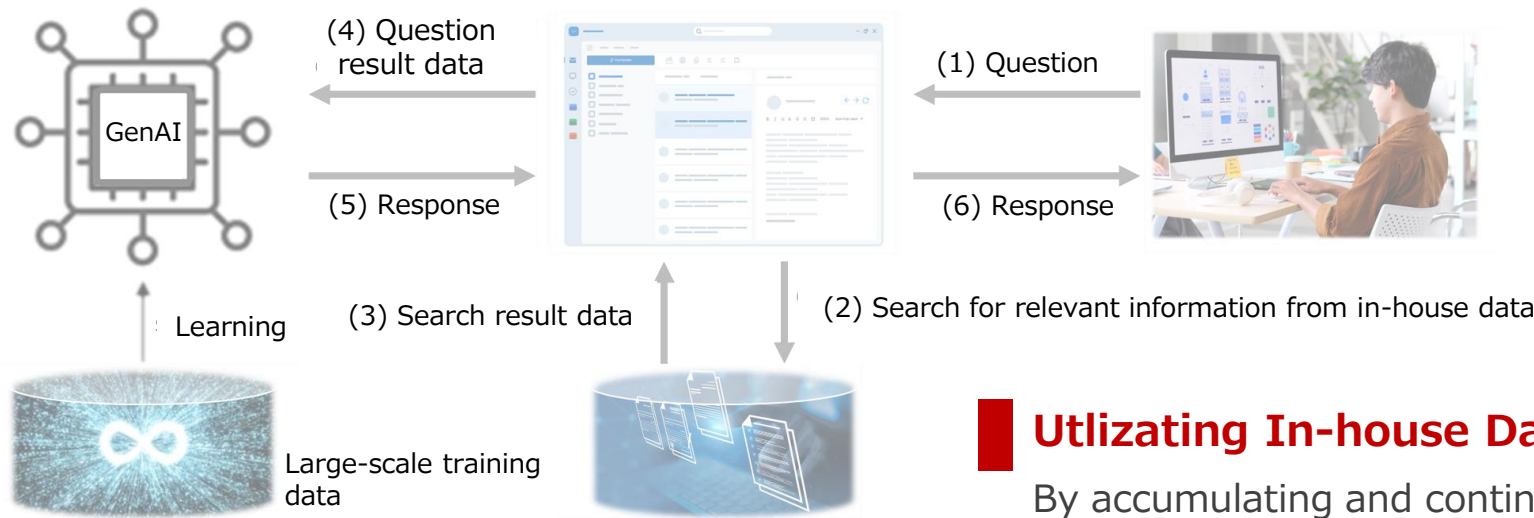


Flexibility in Selecting Generative AI Models

Selecting the most suitable generative AI model depending on the use case and timing

User Interface (UI) Independent of the Generative AI Model

Enables building a UI independent of any specific generative AI model, while maintaining a consistent interface across models.



Utilizing In-house Data

By accumulating and continuously updating in-house data, organizations can obtain responses tailored to their specific needs.

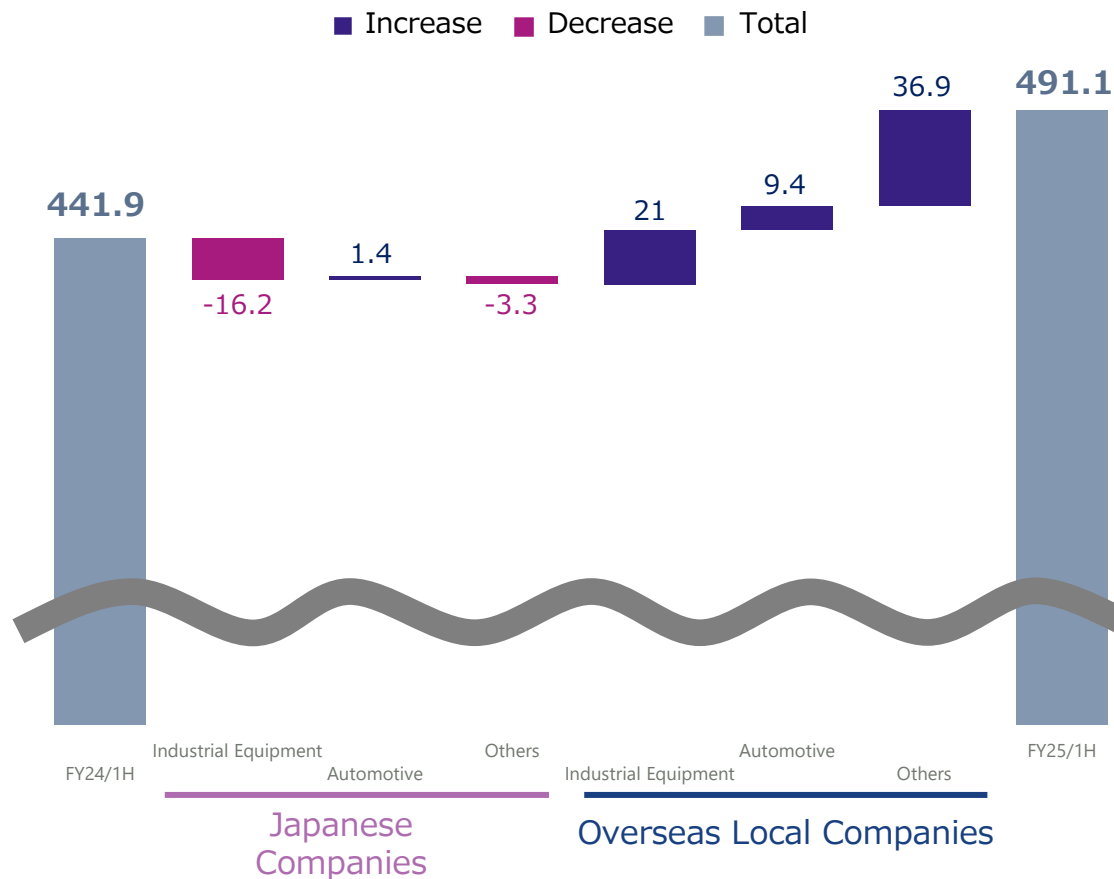
02 Mid-Term Management Plan (FY2025-2027)

② Semiconductor Business

Factors Behind Increase/Decrease

Up 49.2 billion yen YoY (+11%), driven by overseas growth despite sluggish domestic demand

Yen billion



For Japanese Companies

Industrial Equipment: Decline across a wide range of sectors due to the impact of inventory adjustments.

Automotive: Growth driven by higher performance requirements, and transfer of distribution channels.

Others: AI-related demand increased, but demand for telecommunications infrastructure declined.

For Overseas Local Companies

Industrial Equipment: In addition to the transfer of distribution channels, the market gradually recovered.

Automotive: Increase resulting from the transfer of distribution channels.

Others: Growing demand for AI servers.

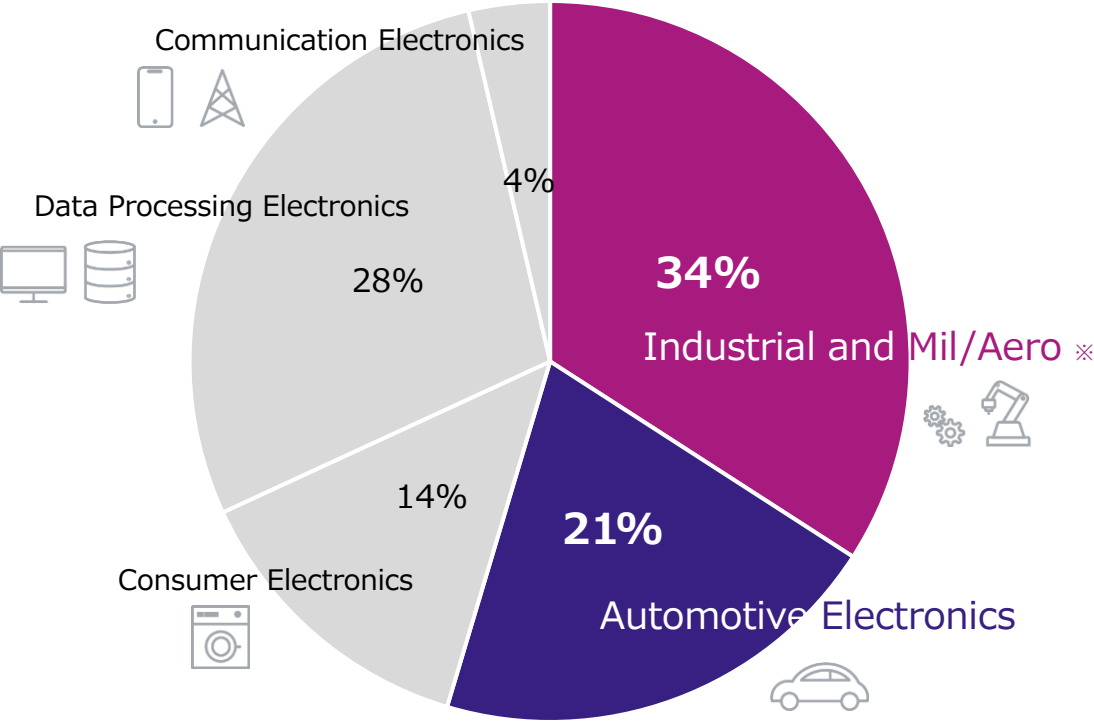
Overall Impact

Foreign exchange impact due to yen appreciation

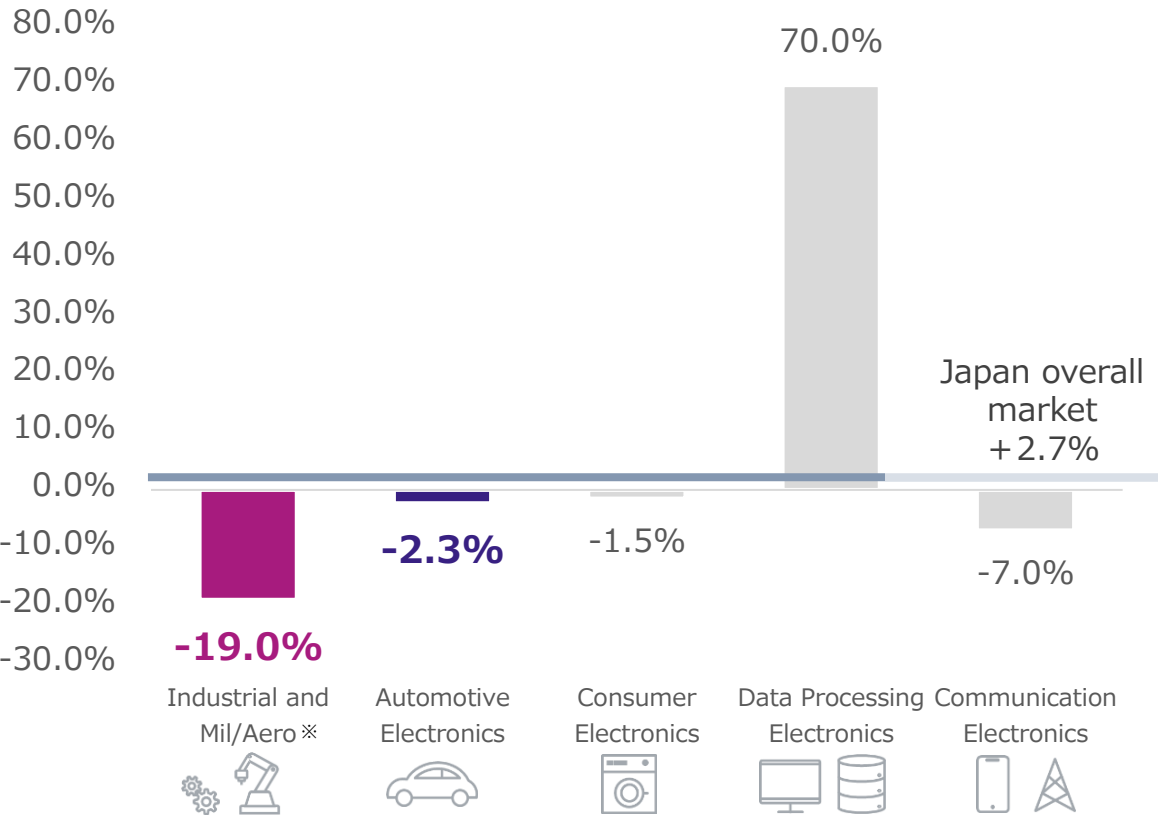
Domestic Strategic Markets (Industrial Equipment & Automotive Markets)

Negative growth in industrial equipment and automotive markets; overall market slowdown

Domestic Semiconductor Market Composition CY24



Domestic Semiconductor Market CAGR CY23-24

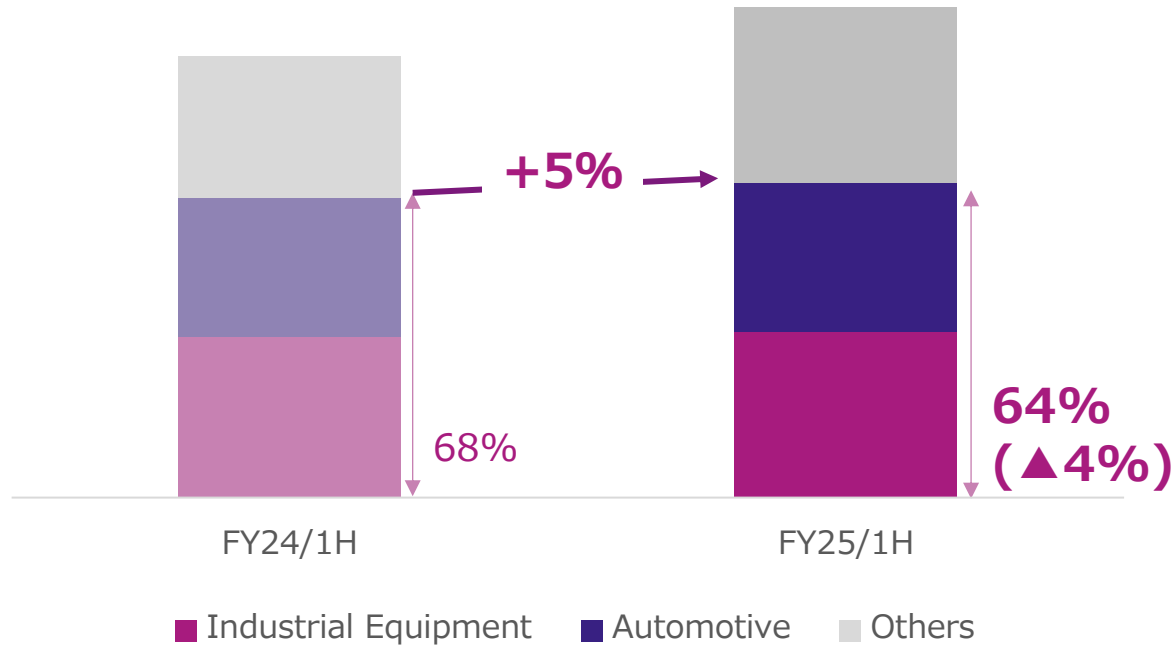


Charts/graphics created by Macnica based on Gartner® research. Calculations performed by Macnica . Source : Gartner®, Forecast: Semiconductors and Electronics, Worldwide, 2023-2029, 3Q25 Update, Masatsune Yamaji at, 23 September 2025, Revenue by Semiconductor Device basis. GARTNER is a registered trademark and service mark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and is used herein with permission. All rights reserved.

Industrial Equipment, Automotive and Computer Markets (Our Sales)

Slight increase in the industrial equipment market, while the automotive and computer markets grew

YoY



Industrial Equipment + Automotive (total): +5% YoY

Industrial Equipment: +3% YoY

Automotive: +8% YoY

Others: +24% YoY

Computer: +91% YoY

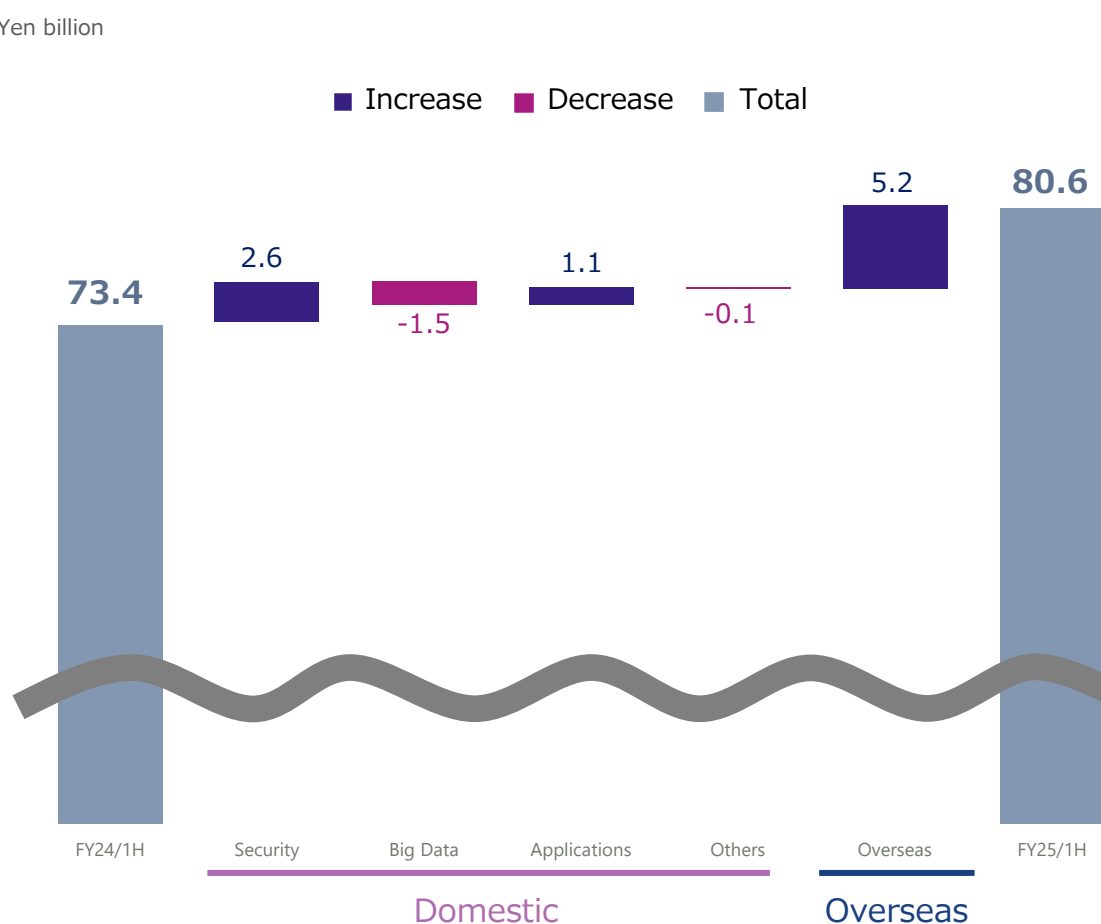
02 Mid-Term Management Plan (FY2025-2027)

③ Cybersecurity Business

Factors Behind Increase/Decrease

Up 7.2 billion yen YoY (+10%); growth in focus markets excluding Big Data

Yen billion



Domestic: Up 2.0 billion yen YoY (+4%)

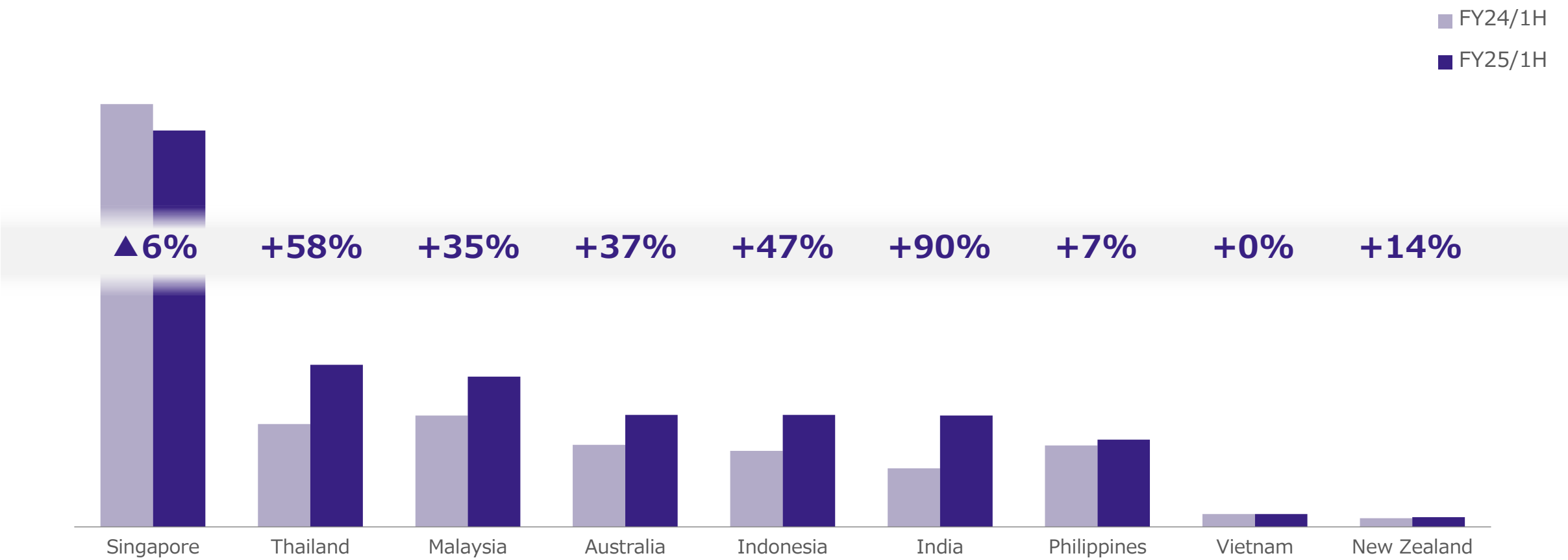
- Security (+7%)
Growth centered on web applications, endpoint, and security management
- Big Data (▲25%)
Negative YoY growth due to large projects in 1H FY2024
- Applications (+22%)
Growth led by cloud applications

Overseas: Up 5.2 billion yen YoY (+21%)

Growth driven primarily by Thailand, Malaysia, Australia, Indonesia, and India

Overseas Cybersecurity Business

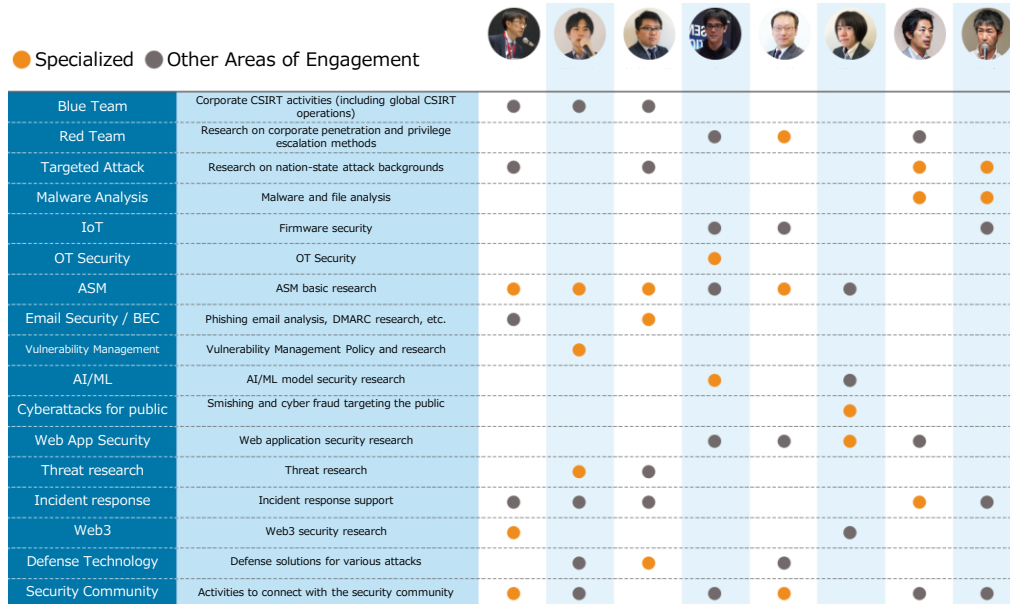
Growth driven primarily by Thailand, Malaysia, Australia, Indonesia, and India



*% indicates year-on-year changes

Security Research Center

Increased media exposure

SECURITY RESEARCH CENTER
powered by macnica

TV: 13 appearances	News 7	NHK	4/6
	DayDay.	Nippon TV	4/9
	Good! Morning	TV Asahi	4/9
	DayDay.	Nippon TV	4/11
	World Business Satellite	TV Tokyo	4/18
	Hodo Station	TV Asahi	4/22
	Kansai Joho Net ten.	Yomiuri TV	4/24
	World Business Satellite	TV Tokyo	5/9
	Close-up Gendai	NHK	5/20
	Learn Money	BS TV Tokyo	6/2
	NewsLink	Television Kanagawa	8/27
	Gogo LIVE Newsoon	NHK	9/5
	DayDay.	Nippon TV	9/9
Newspapers and other print media: 91 articles	The Nikkei Morning Edition	Nikkei	4/11
	The Nikkei Morning Edition	Nikkei	5/3
	Chunichi Shimbun	Chunichi Shimbun	5/3
	The Nikkei Morning Edition	Nikkei	5/23
	Asahi Shimbun	Asahi Shimbun	5/25
	Weekly Gendai	Kodansha	5/26
	The Nikkei Morning Edition	Nikkei	5/31
	Asahi Shimbun	Asahi Shimbun	6/13
	Yomiuri Shimbun	Yomiuri Shimbun	6/21
	Sankei Shimbun Afternoon Edition	Sankei Shimbun	8/26

Online media (original and reprinted): over 100 articles

Security Research Center

Countermeasures for Ransomware

Ransomware Incidents on the rise

- (1) Rising number of attacks
- (2) Inadequate security measures
- (3) Advancement of attack techniques that evade or disable security measures

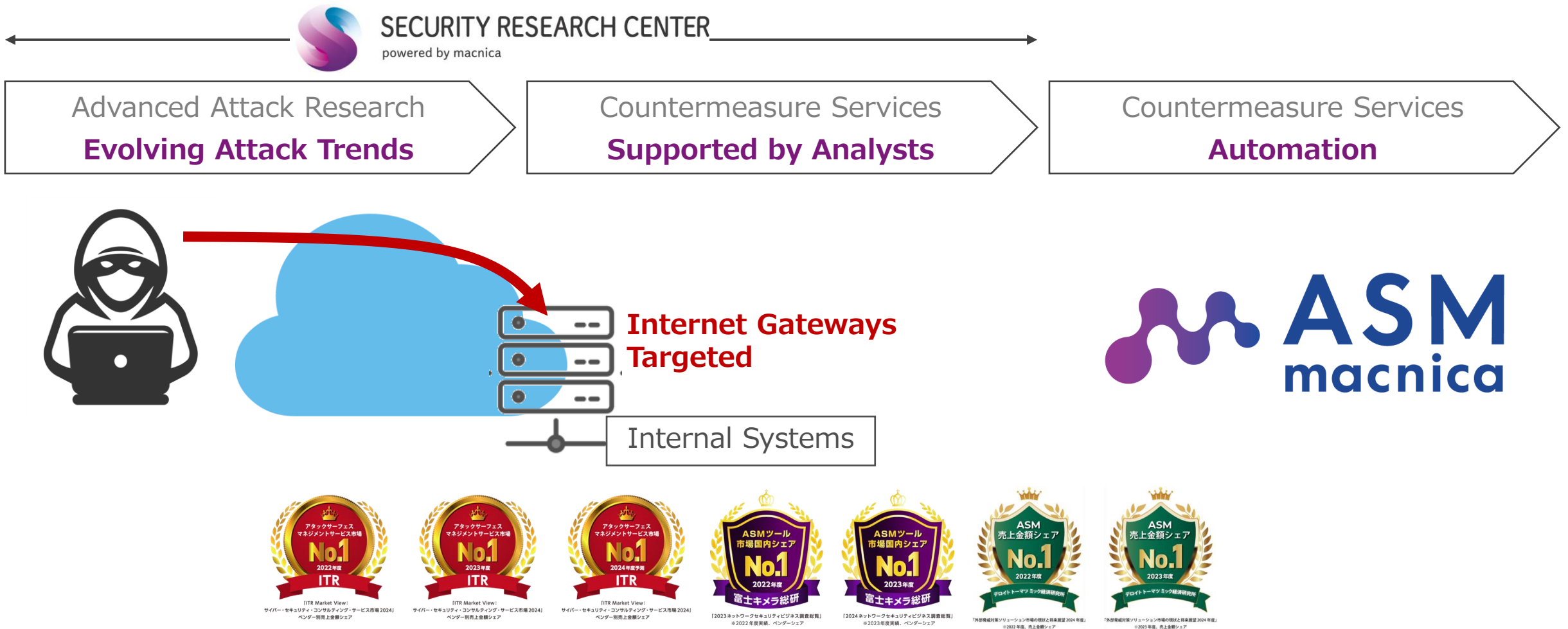
Key Measures against Ransomware

- (1) Measures to prevent ransomware intrusion
- (2) Measures to prevent ransomware execution
- (3) Backup measures for recovery in the event of a ransomware attack

Robust Security Products, Consulting, and Implementation Support

Macnica's Proprietary Services

Strong Performance in ASM (Macnica Attack Surface Management)

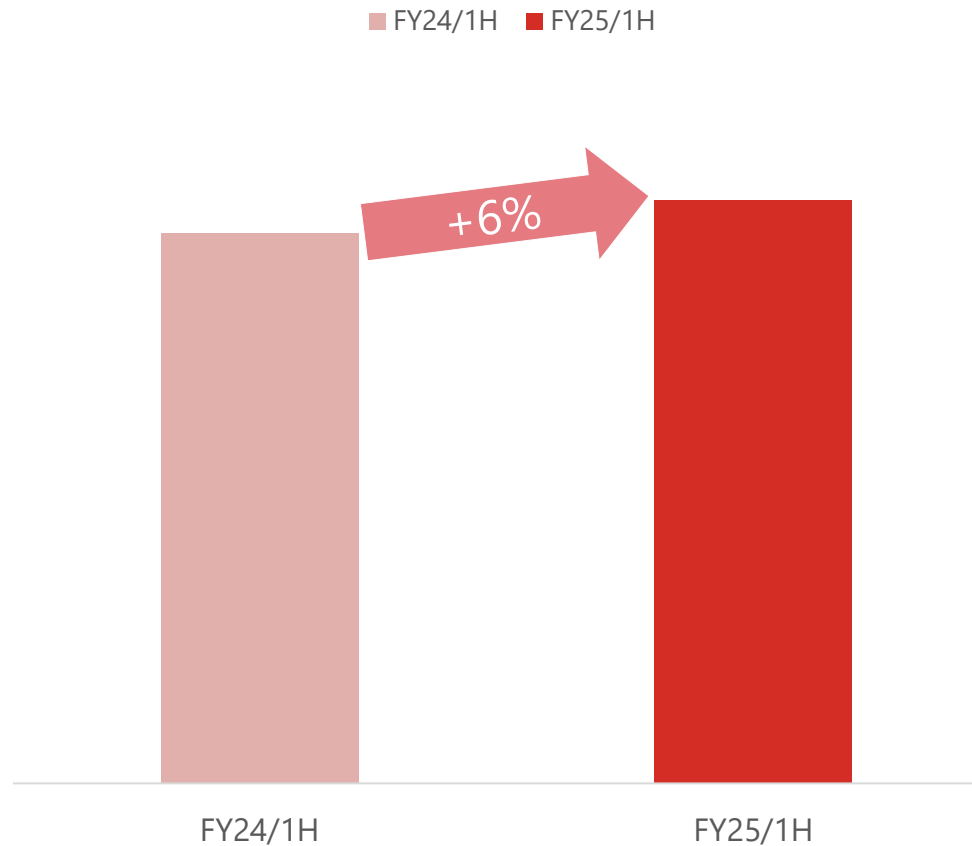


02 Mid-Term Management Plan (FY2025-2027)

④ CPS Solutions Business

Smart City/Mobility

Launch of New Autonomous EV Bus "EVO3"



Smart City/Mobility

• Launch of New Autonomous EV Bus "EVO3"

- Equipped with Navya's autonomous driving software "Navya Drive"
- Enhanced sensing capabilities and improved driving performance through the latest algorithms



- The initiative, comprising wide-area collaboration and autonomous driving demonstration operations across six municipalities, including five cities in the Tono region of Gifu Prefecture (Ena, Tajimi, Nakatsugawa, Mizunami, and Toki) and Gero City, is the first of its kind in Japan^{*1} and has been adopted as part of a Japanese government demonstration project^{*2}.

^{*1} Research by Macnica

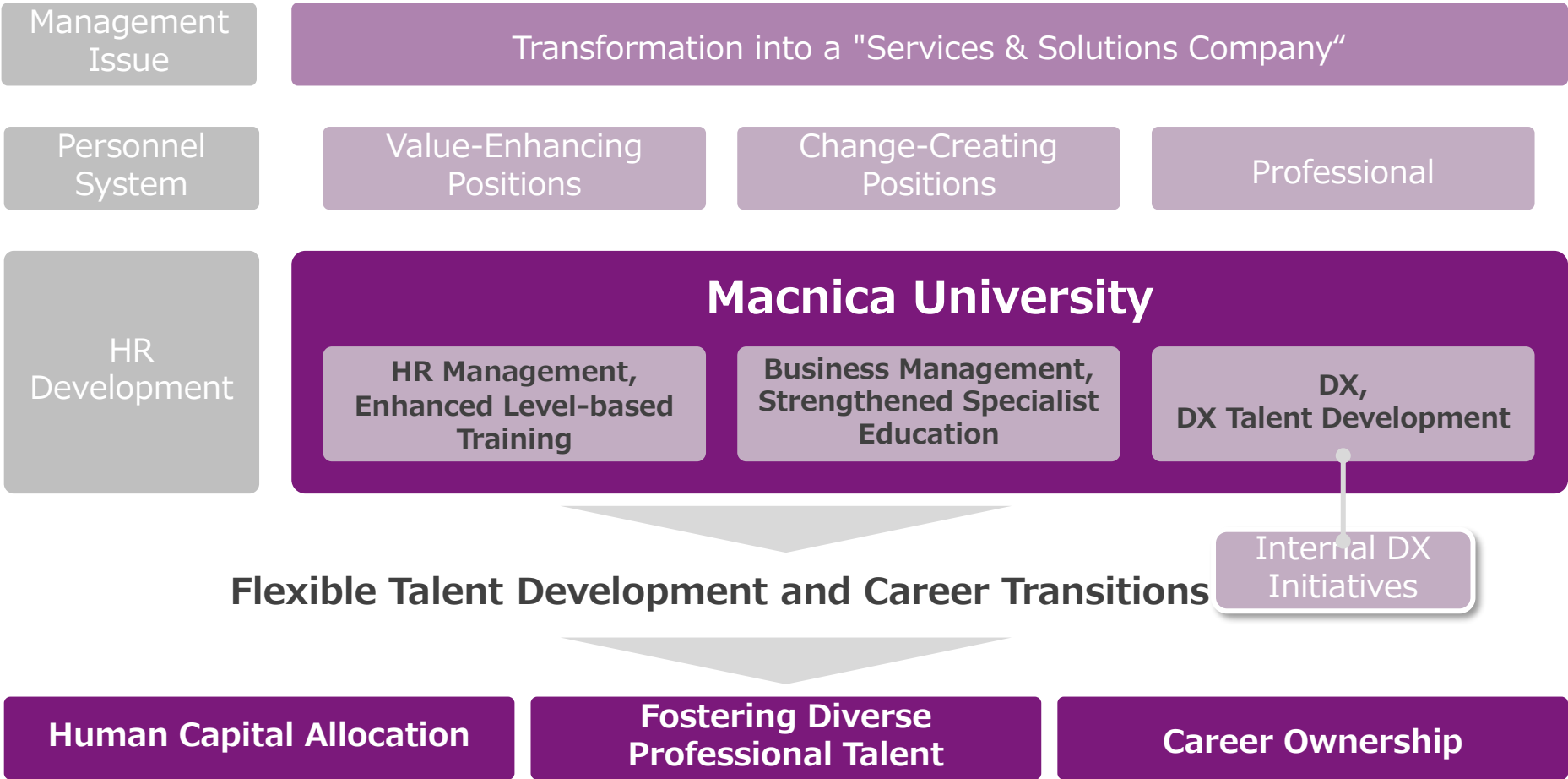
^{*2} An initiative to promote the digital transformation of regional transportation, including the deployment of autonomous vehicles in over 100 locations and the achievement of Level 4 operation by 2027.

02 Mid-Term Management Plan (FY2025-2027)

⑤ Strengthening the Management Base

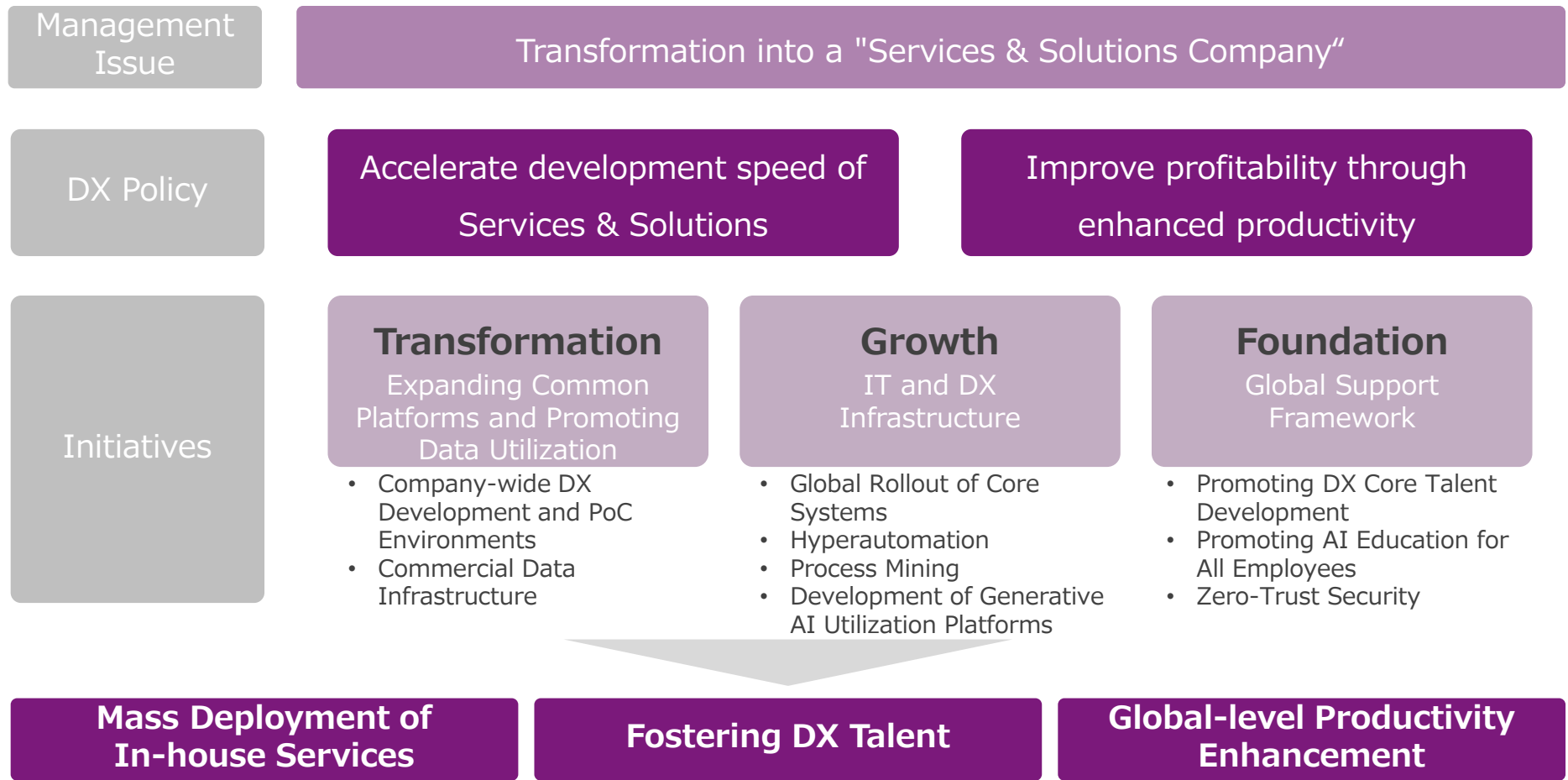
Maximizing Human Capital

HR Development Framework for the Next 10 Years



DX Initiatives

Accelerating In-house Product Development and Productivity Improvement



 **DX銘柄2024**
Digital Transformation


DX注目企業2025
Digital Transformation

Branding Enhancement

Macnica TV commercial starts

TV Commercials

Program Sponsorship

TV Asahi [Saturday STATION] October 2025 – March 2026

Spot Broadcast

Kanto: TBS/TV Asahi/TV Tokyo

Kansai: Kansai TV/Asahi Broadcasting/TV Osaka

Other regions: Some TV stations in Chubu, Fukuoka and Hokkaido

Radio Commercials

All Night Nippon

Received one Silver, one Bronze, and one Finalist award in the Radio & Audio Advertising category at the 2025 65th ACC TOKYO CREATIVITY AWARDS



Dedicated CM Website

For details, please visit via the QR code.
([link](#))

Others

Soccer Team Sponsorships

Yokohama FC, Kawasaki Frontale

Baseball Stadium Signage Ads

Hanshin Koshien Stadium, Yokohama Stadium

Transit Ads

Shinkansen deck advertisements

Shin-Yokohama Station

JR station advertisements (selected stations in the Tokyo metropolitan area)

Recruitment Digital Ads

Instagram, X, Google, Yahoo!, LINE

Corporate Digital Ads

Youtube, Tver, Abema

Campus Media

University Cafeteria Trays

Strengthened IR Activities

Enhanced IR Events

IR Events



Integrated Report Briefing



Presentation on IR Initiatives
at a Userbase, Inc. event



Investor Dialogue Session with
Mr. Gerhard Watzinger,
Chairman of the Board at
CrowdStrike ([link](#))

Disclosure

Integrated Report “LIMITLESS 2025” Published
Integrated Report ([link](#))

Released simultaneously in Japanese and English
Integrated Report Briefing ([link](#))



Strengthening the Management Base

Strengthening the Foundation for Sustainable Growth



IR/SR

- Integrated report
- Renewal of IR website
- Strengthening dialogue
- JPX-Nikkei Index 400
- Nikkei 500 Stock Average
- TOPIX 500
- FTSE All-World Index

Human Capital

- New HR System
- DEI Statement
- Declaration of Health and Productivity Management
- Macnica University
- Career Ownership Management Award 2025 - Grand Prize (Large Enterprise Segment, HR Transformation)
- Certified as KENKO Investment for Health Outstanding Organization 2025
- Daini Tokyo Bar Association Family Friendly Award

Environment & Human Rights

- Update of Environmental Vision and Environmental Policy
- Macnica Group Human Rights Policy
- Launch of EcoVadis (Human Rights Risk Monitoring)
- Internal reporting system
- SBT Certified
- CDP Scores: Climate Change B, Water Security B-, Supplier Engagement A-
- Disclosure aligned with GRI Standards

IT/DX

- Process Mining
- Hyperautomation
- Low-code/No-code Development Systems
- Generative AI Utilization Platforms
- DX Projects
- Promotion of SCM/CRM Utilization
- 2025 CRM Best Practice Award
- DX Stock 2024
- Named Noteworthy DX Companies 2025

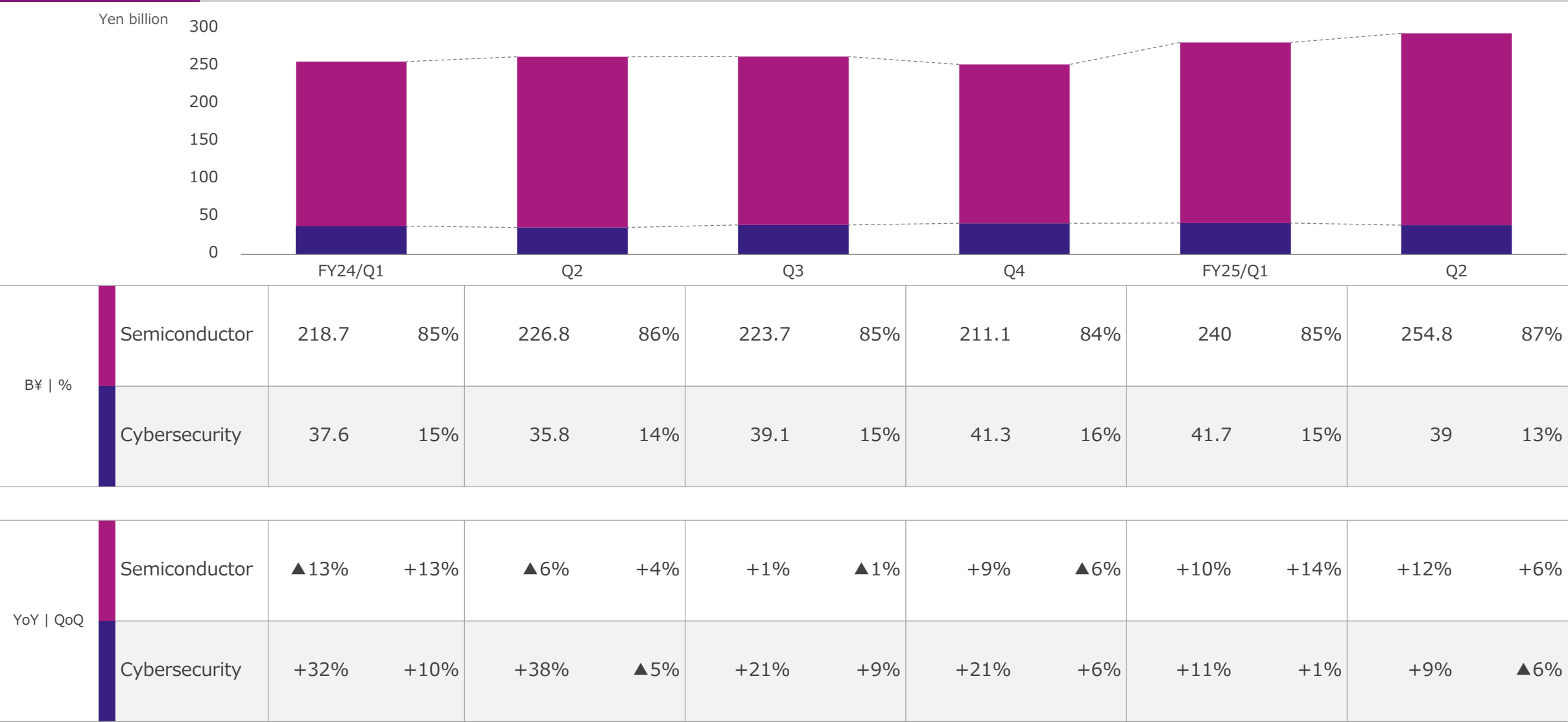
Others

- MSCI ESG Rating: BB
- Multi-stakeholder Policy
- Declaration on Building Partnership
- Group-wide Risk Visualization
- Risk Management Regulations
- Strengthening Global Cash Flow Management
- Establishment of Anti-Corruption Policy

Appendix

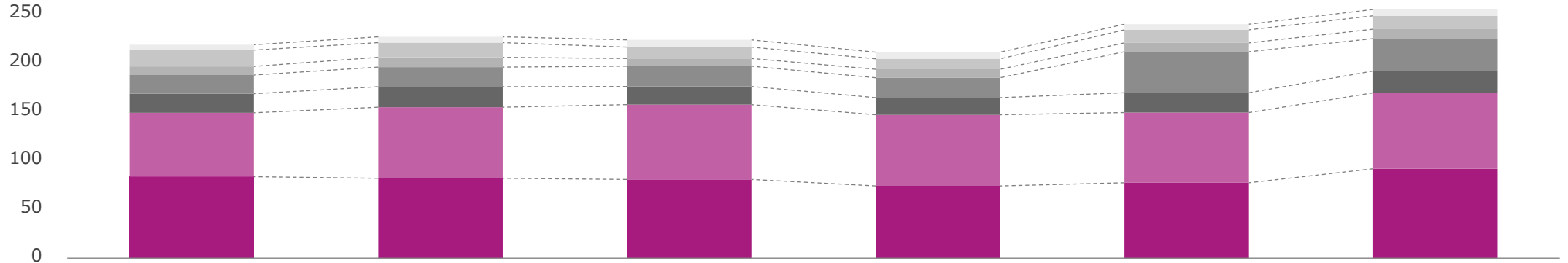
From the Appendix onward, the figures are consistent with those disclosed in the financial results, and include the CPS Solutions Business within both the Semiconductor Business and Cybersecurity Business, resulting in overlapping figures.

Quarterly Net Sales by Segment



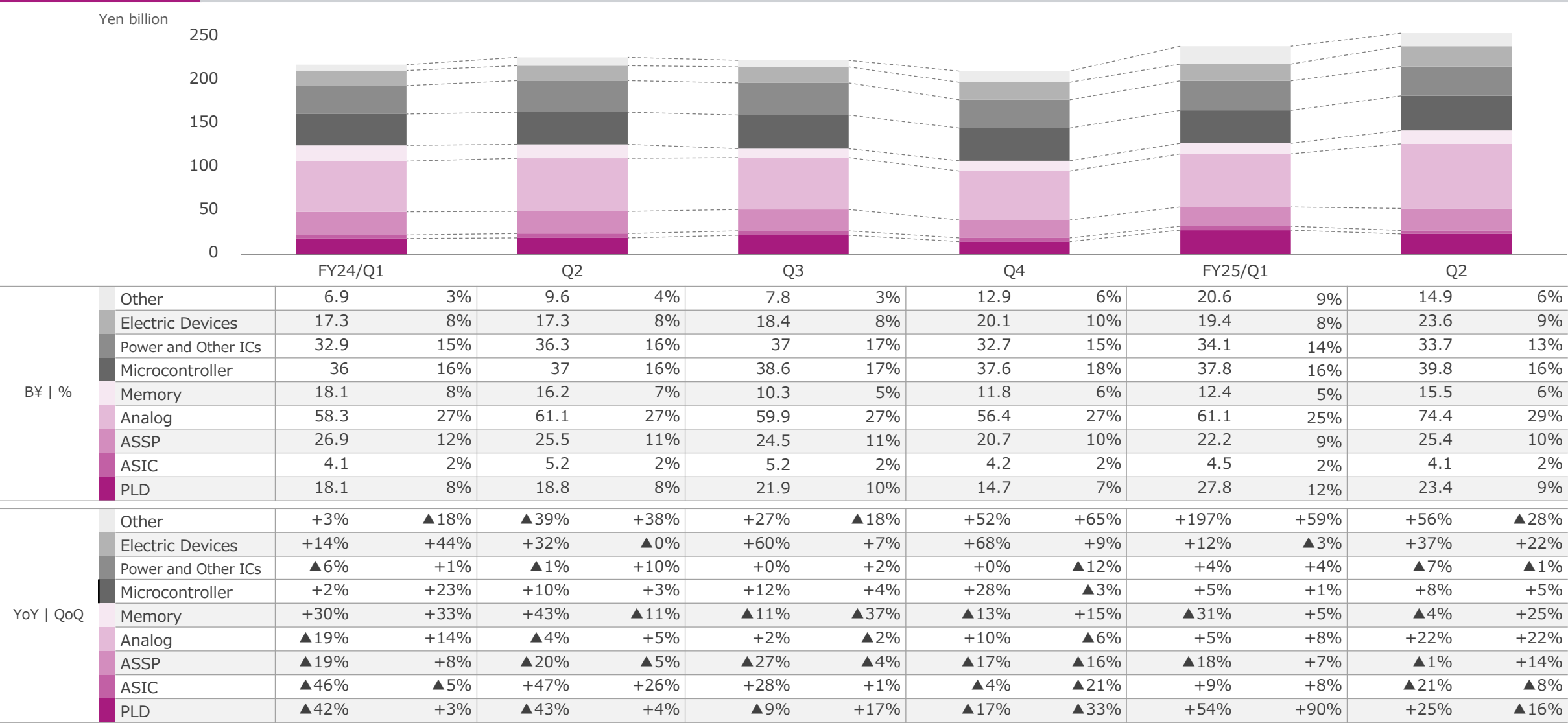
Quarterly Semiconductor Business by Application: Net Sales

Yen billion

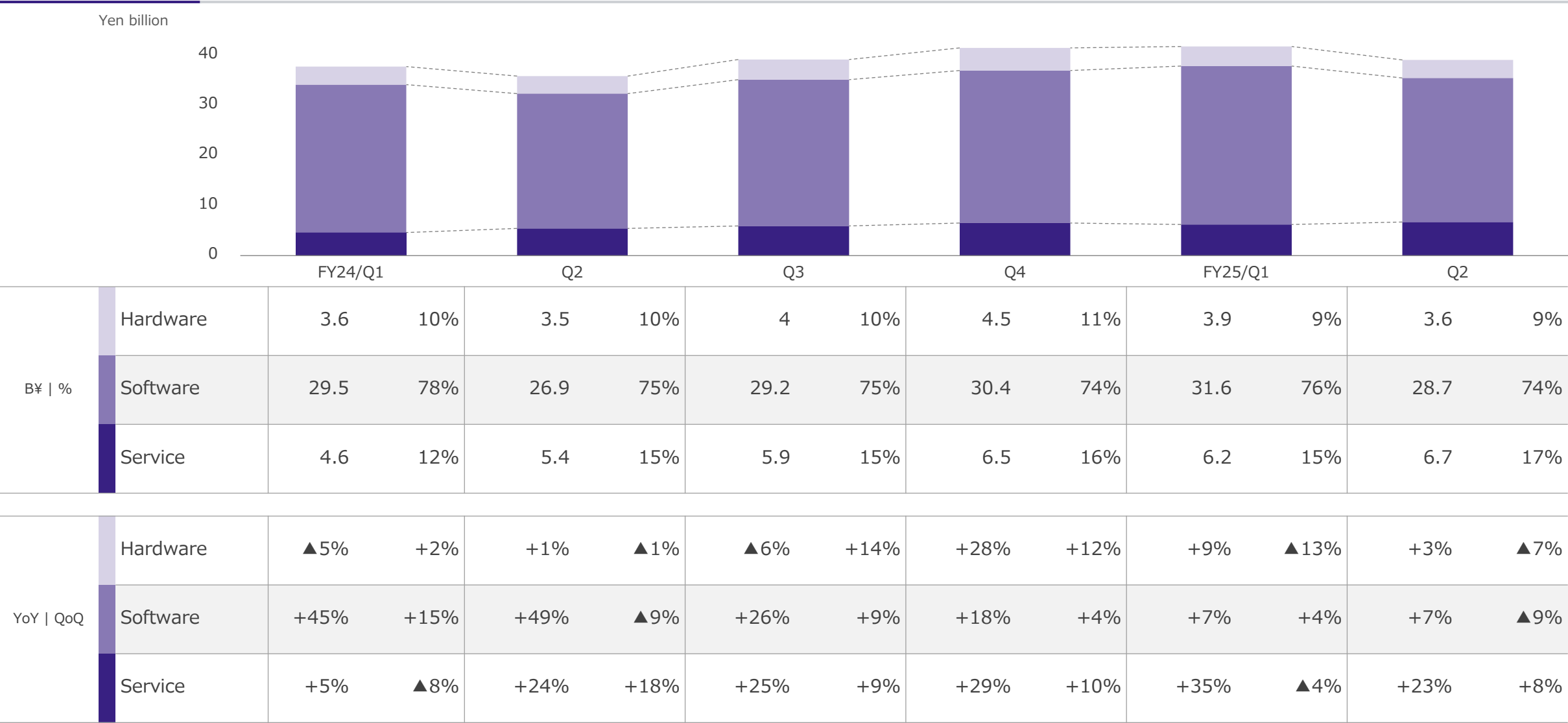


		FY24/Q1		Q2		Q3		Q4		FY25/Q1		Q2	
B¥ %	Telecom Terminals	5.6	3%	5.9	3%	7.4	3%	6.8	3%	5.9	2%	6.5	3%
	Telecom Infrastructure	16.7	8%	15	7%	11.6	5%	10.7	5%	13.4	6%	13.7	5%
	OA/Peripherals	8.9	4%	10	4%	7.9	4%	8.7	4%	9	4%	9.7	4%
	Computers	19.1	9%	20.3	9%	20.8	9%	20.4	10%	42.2	18%	33.2	13%
	Consumer	19.5	9%	20.9	9%	18.6	8%	17.6	8%	20.2	8%	22.4	9%
	Automotive	65.6	30%	73	32%	76.8	34%	72.9	35%	72.1	30%	77.9	31%
	Industrial	83.4	38%	81.7	36%	80.6	36%	74	35%	77.1	32%	91.5	36%
YoY QoQ	Telecom Terminals	▲25%	+9%	+0%	+5%	+36%	+26%	+33%	▲8%	+6%	▲13%	+11%	+10%
	Telecom Infrastructure	▲28%	+14%	▲9%	▲10%	▲36%	▲23%	▲27%	▲8%	▲20%	+25%	▲9%	+2%
	OA/Peripherals	▲6%	+26%	+23%	+12%	+7%	▲21%	+23%	+11%	+1%	+3%	▲3%	+9%
	Computers	+9%	+22%	▲16%	+7%	+46%	+3%	+30%	▲2%	+122%	+108%	+64%	▲22%
	Consumer	+3%	+28%	+9%	+7%	+17%	▲11%	+16%	▲6%	+4%	+15%	+7%	+11%
	Automotive	+43%	+29%	+42%	+11%	+36%	+5%	+44%	▲5%	+10%	▲1%	+7%	+8%
	Industrial	▲35%	▲3%	▲30%	▲2%	▲22%	▲1%	▲14%	▲8%	▲8%	+4%	+12%	+19%

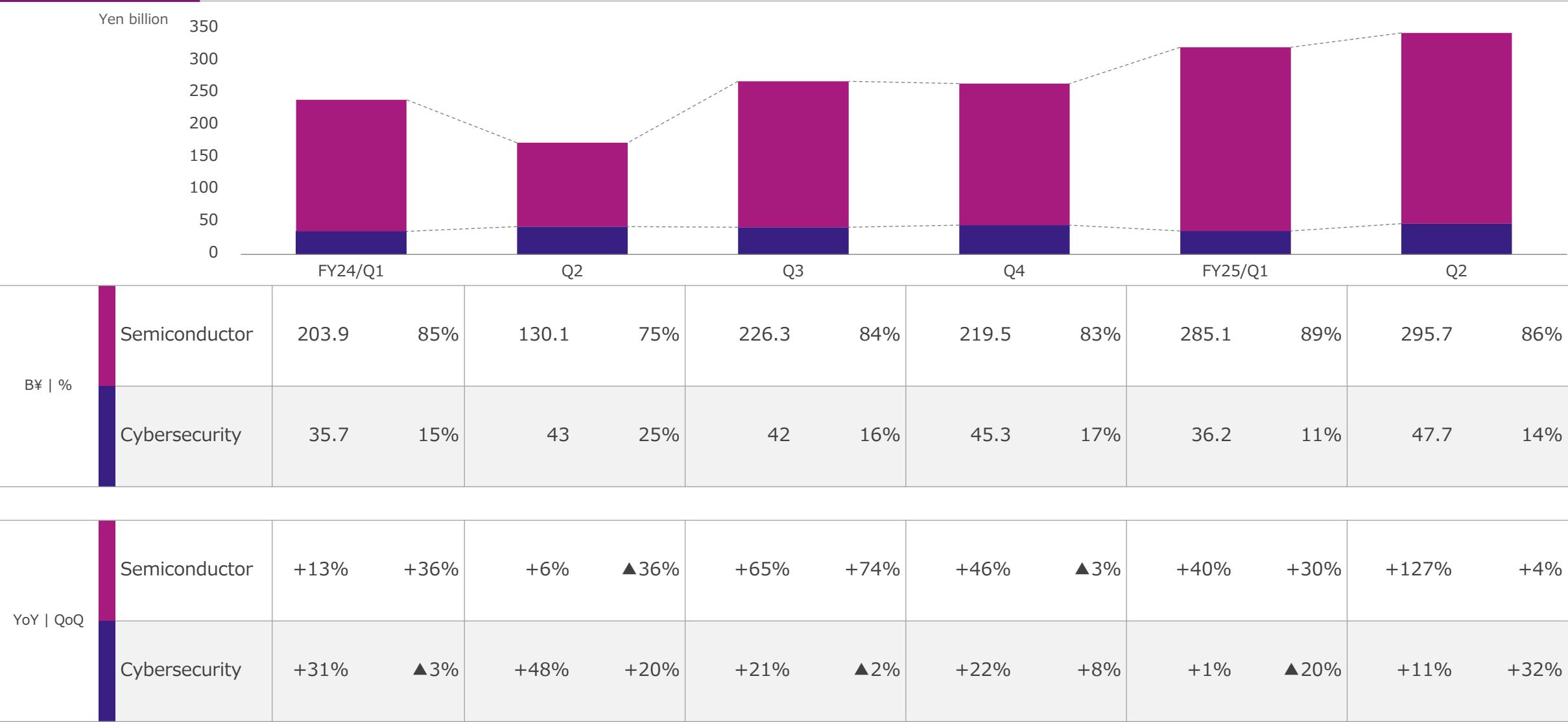
Quarterly Semiconductor Business by Product: Net Sales



Quarterly Cybersecurity Business by Product: Net Sales



Quarterly Orders Received by Segment



Quarterly Order Backlog by Segment



macnica