

# Financial Results Briefing

## FY2025 1H Presentation

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**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

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- 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)

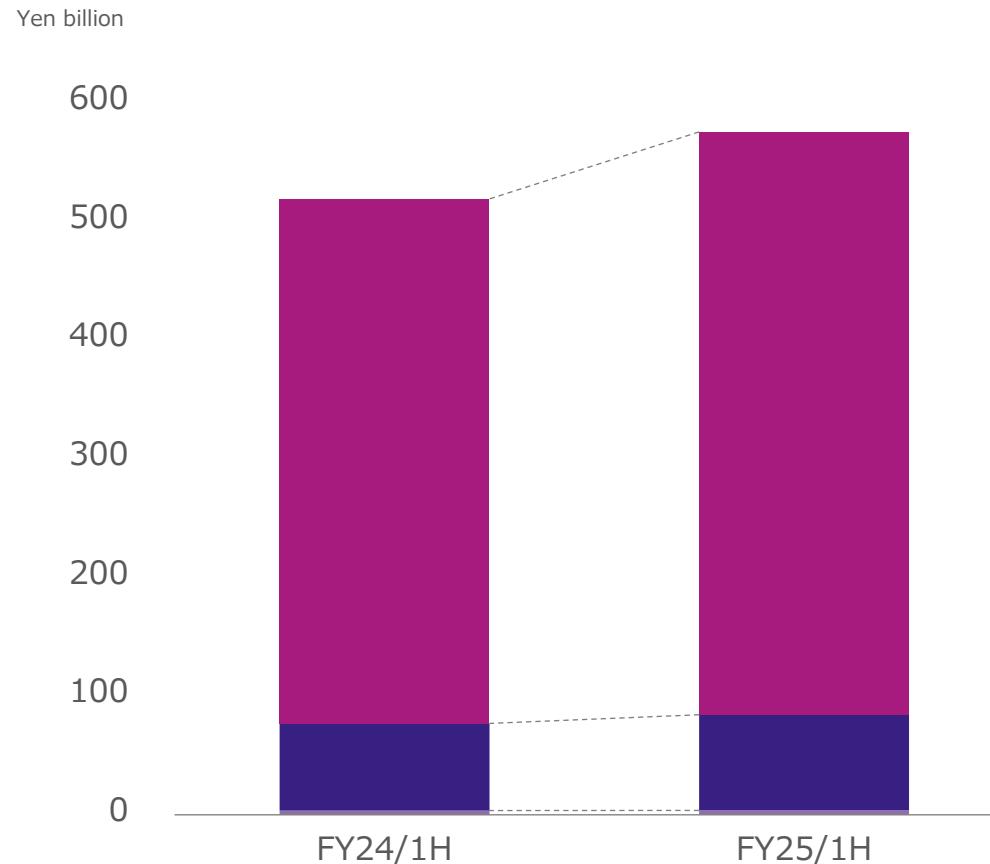
	Mid	End	Annual	Payout Ratio
FY2024	35 yen	35 yen	70 yen	50%
FY2025	35 yen	35 yen <sup>1</sup>	70 yen <sup>1</sup>	46% <sup>1</sup>

<sup>1</sup> Est.

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.

## Net Sales by Segment

**575.4 billion Y/Y Change +10.9%**

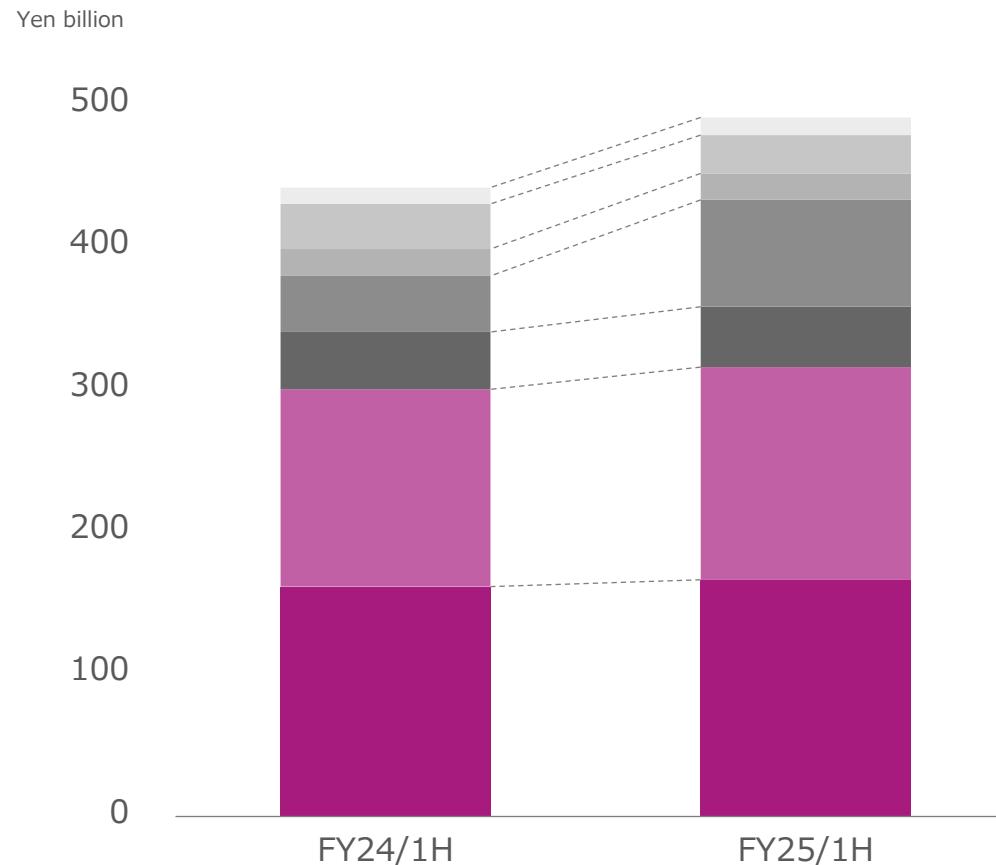


**Y/Y Change +10.9%**

(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%
<b>Total</b>	<b>519.0</b>	<b>100%</b>	<b>575.4</b>	<b>100%</b>	<b>+56.5</b>	<b>+10.9%</b>

## Semiconductor Business by Application: Net Sales

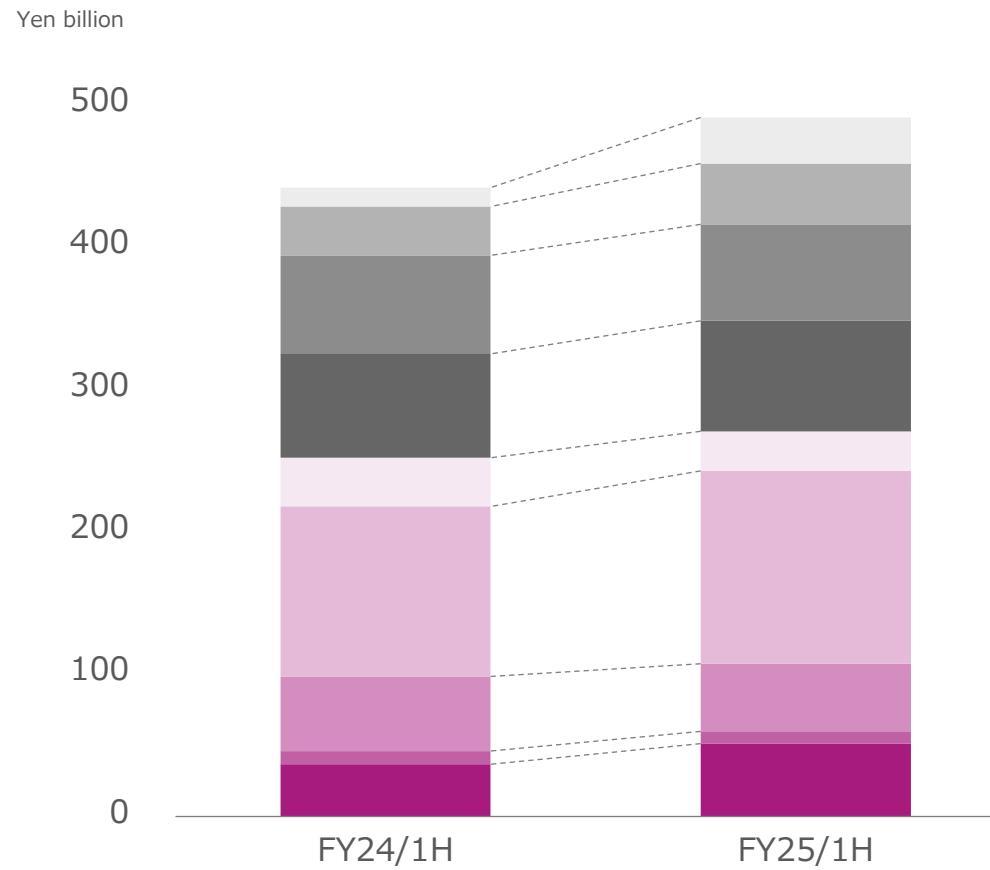
**491.1 billion Y/Y Change +11.1%**



(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%
<b>Total</b>	<b>441.9</b>	<b>100%</b>	<b>491.1</b>	<b>100%</b>	<b>+49.2</b>	<b>+11.1%</b>

## Semiconductor Business by Product: Net Sales

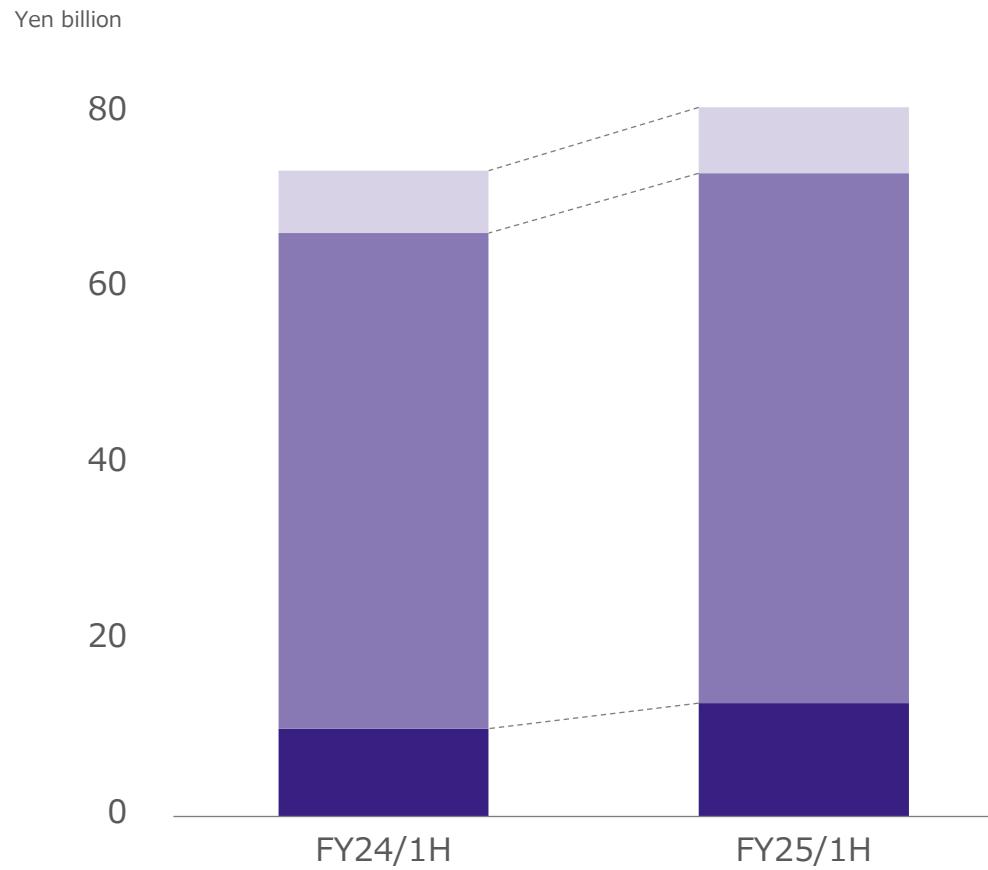
**491.1 billion Y/Y Change +11.1%**



(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%
<b>Total</b>	<b>441.9</b>	<b>100%</b>	<b>491.1</b>	<b>100%</b>	<b>+49.2</b>	<b>+11.1%</b>

## 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%
<b>Total</b>	<b>73.4</b>	<b>100%</b>	<b>80.6</b>	<b>100%</b>	<b>+7.2</b>	<b>+9.8%</b>

## Net Sales by Segment

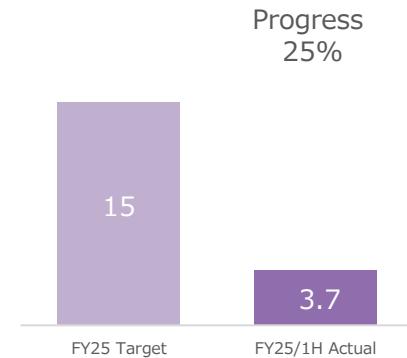
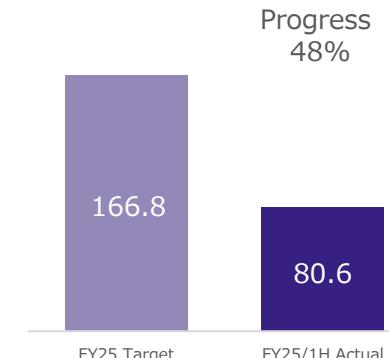
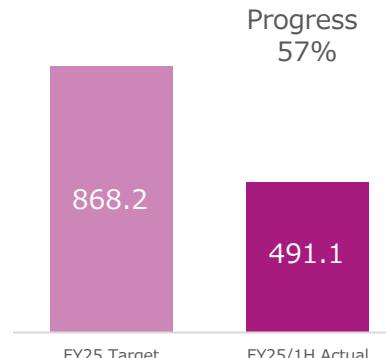
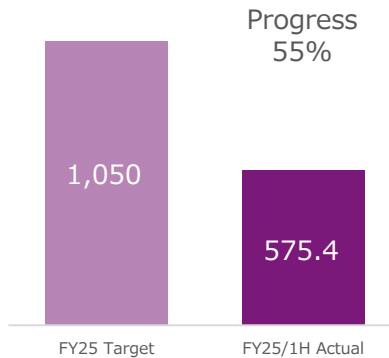
### Group Consolidated

### Semiconductor Business

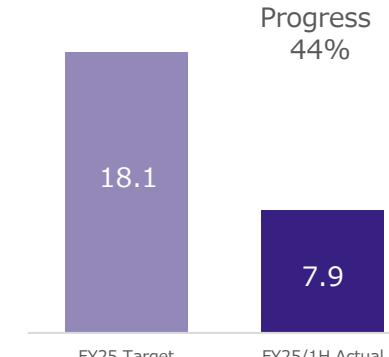
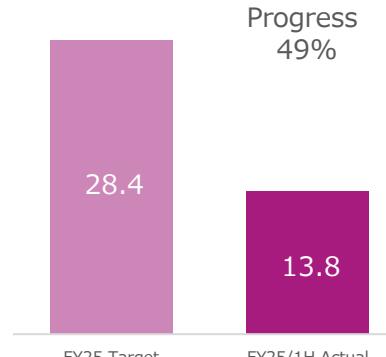
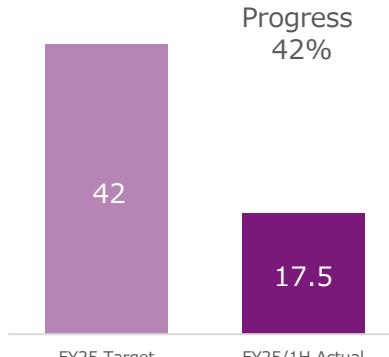
### Cybersecurity Business

### CPS Solutions Business

Yen billion



Yen billion



## 02 Mid-Term Management Plan (FY2025-2027)

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### ① Company-wide

### Company-wide AI Strategy

**A cross-business strategy aligned with internal DX initiatives**

Semiconductor Business

Cybersecurity Business

CPS Solutions Business

**Company-wide AI Strategy**

**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



#### Macnica Technical Support

Fitting technology

AI Model Conversion

Implementation

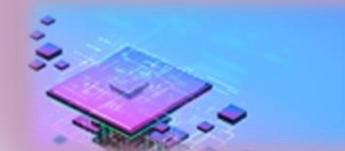
#### Edge AI Solutions



GPU/FPGA/ASSP



Boards



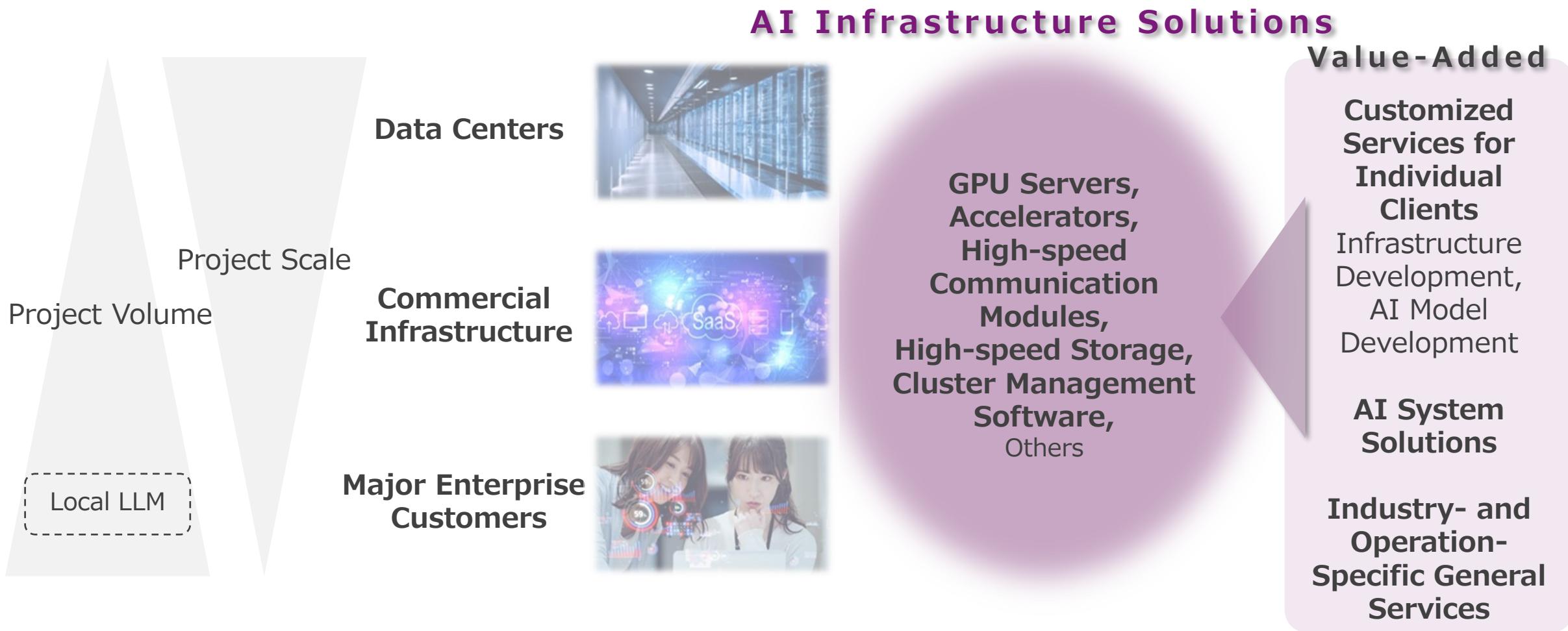
SOC

Industrial PCs



## 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



#### brighterAI



## 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

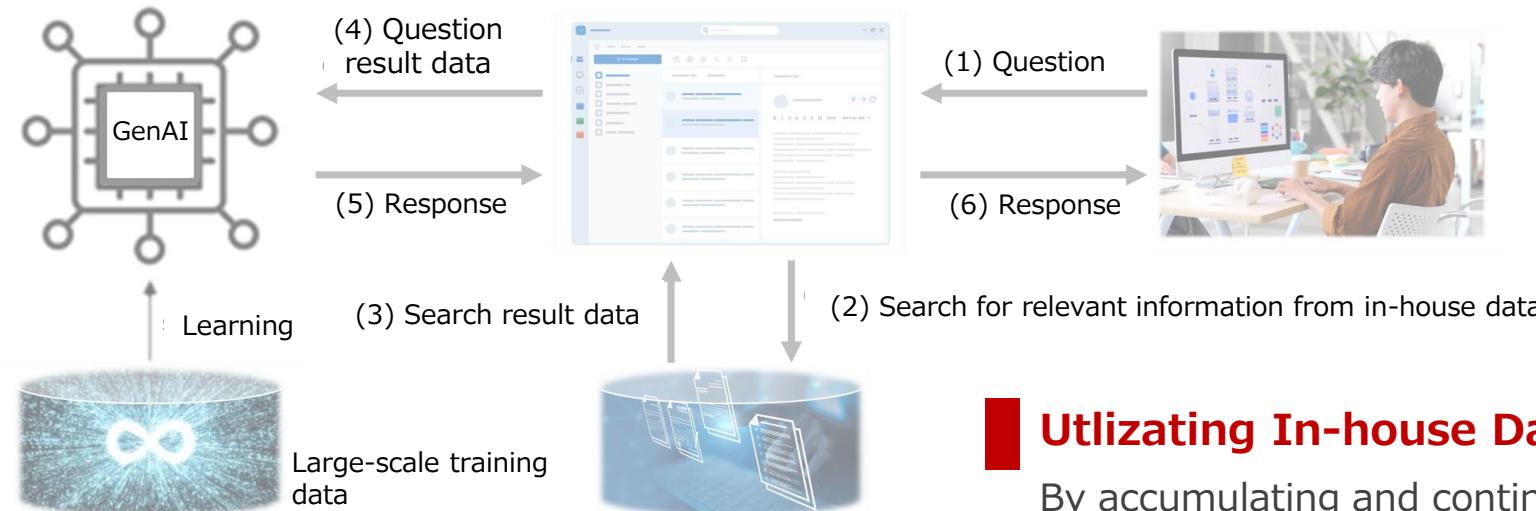
**Operation-Specific**

**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)

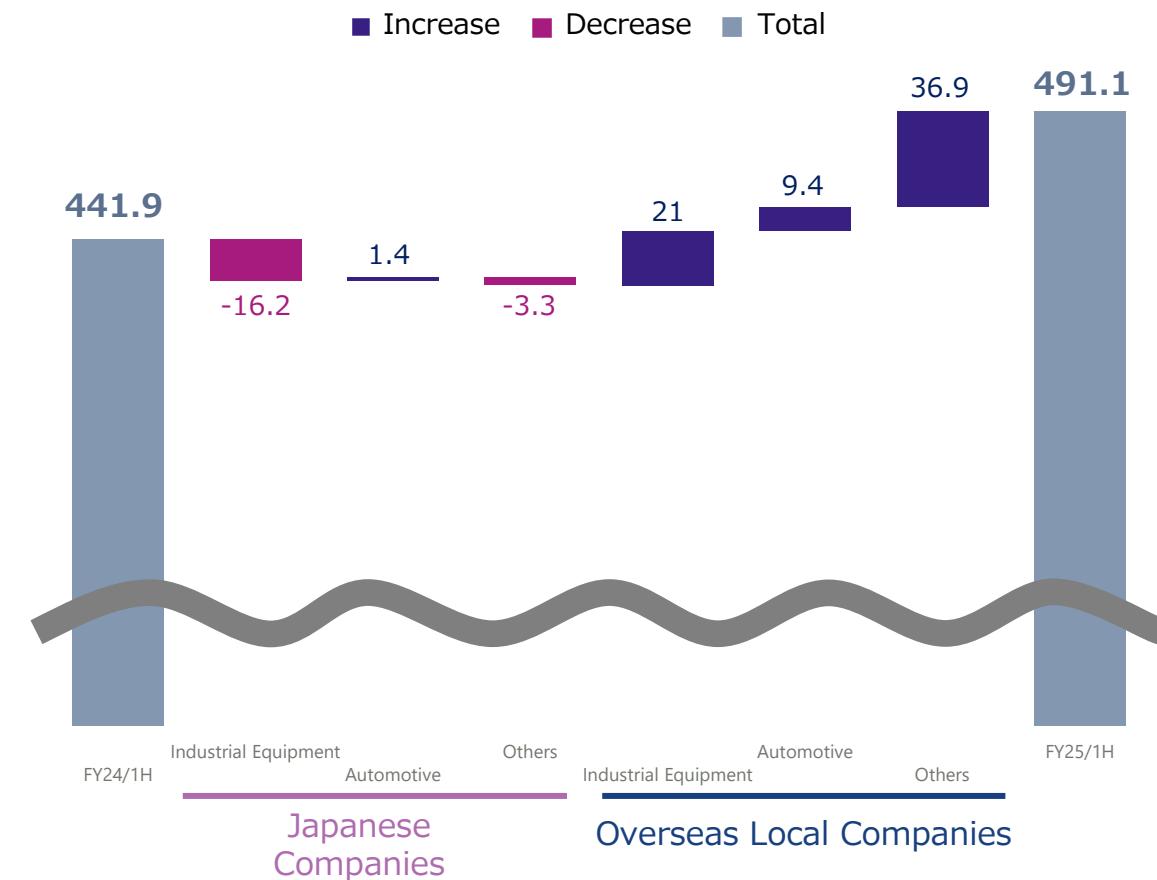
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### ② Semiconductor Business

## 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.

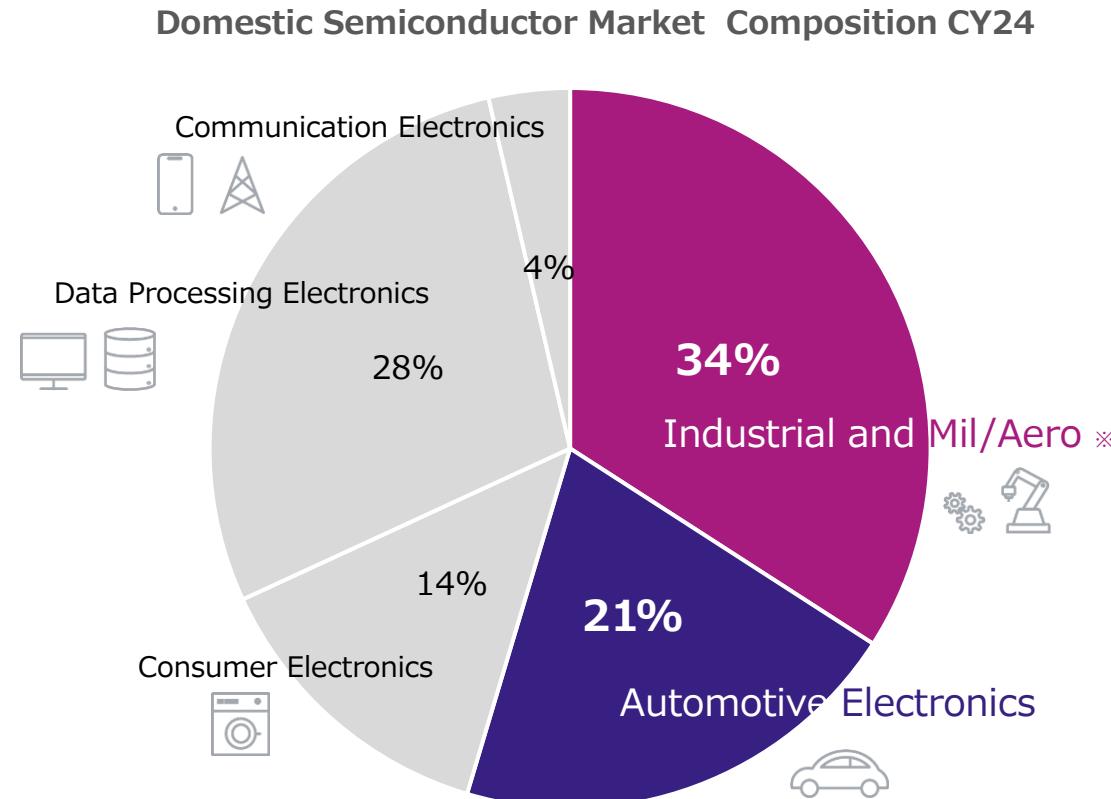
**Others:** Growing demand for AI servers.

### Overall Impact

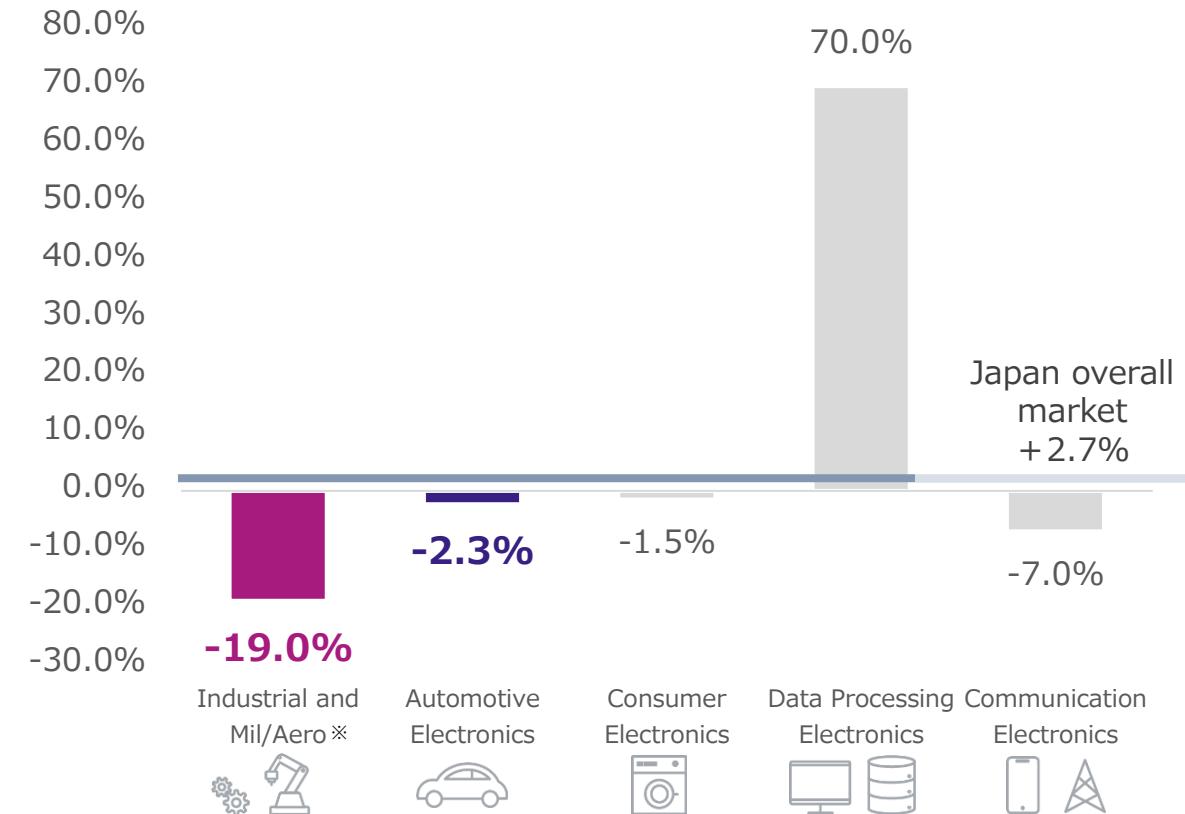
Foreign exchange impact due to yen appreciation

## Domestic Strategic Markets (Industrial Equipment & Automotive Markets)

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



### Domestic Semiconductor Market 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.

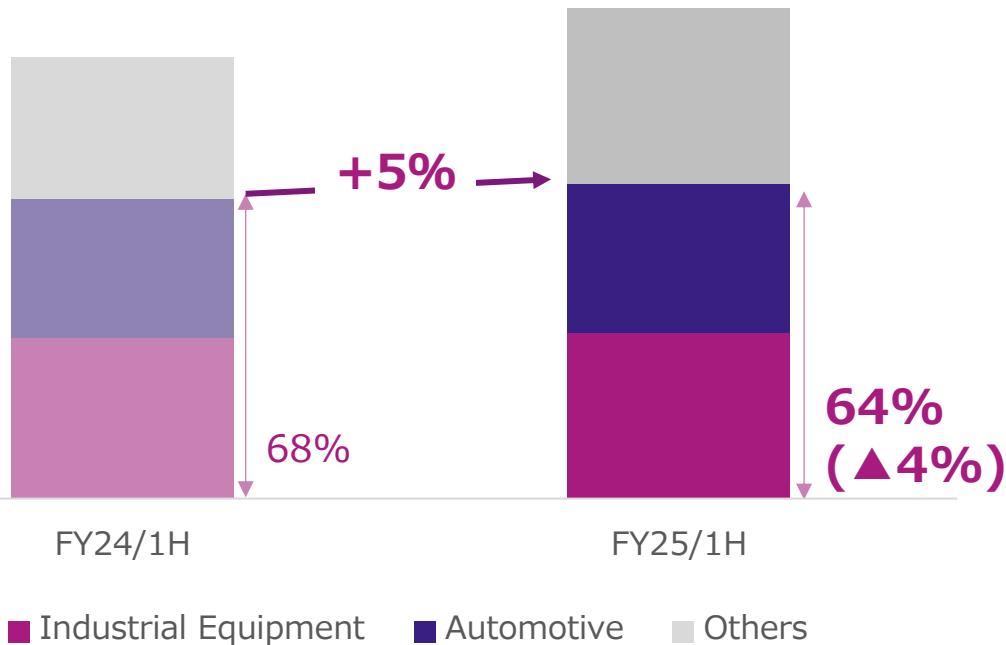
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※ Industrial and Military/Civil Aerospace Electronics

## 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

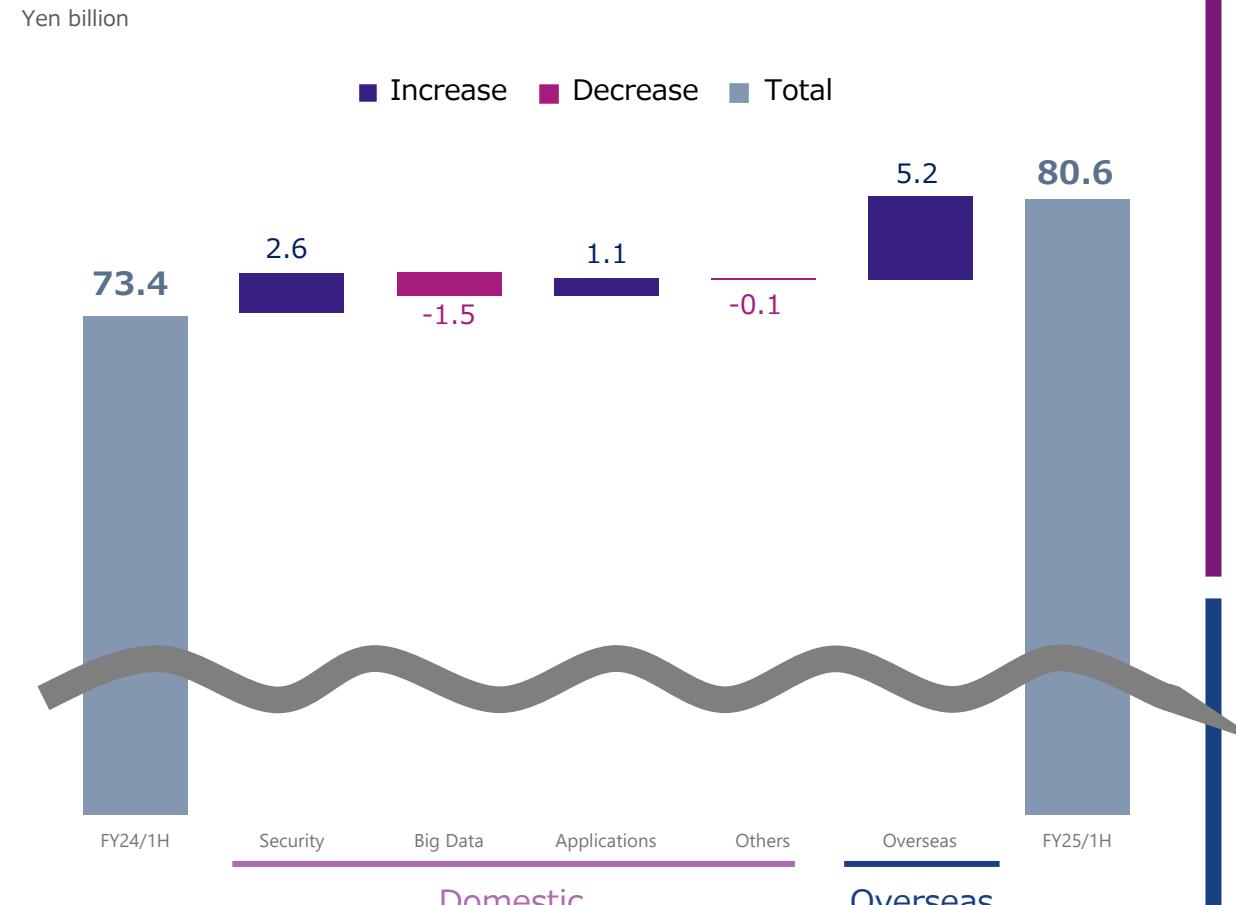
## 02 Mid-Term Management Plan (FY2025-2027)

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### ③ Cybersecurity Business

## Factors Behind Increase/Decrease

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



**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%)

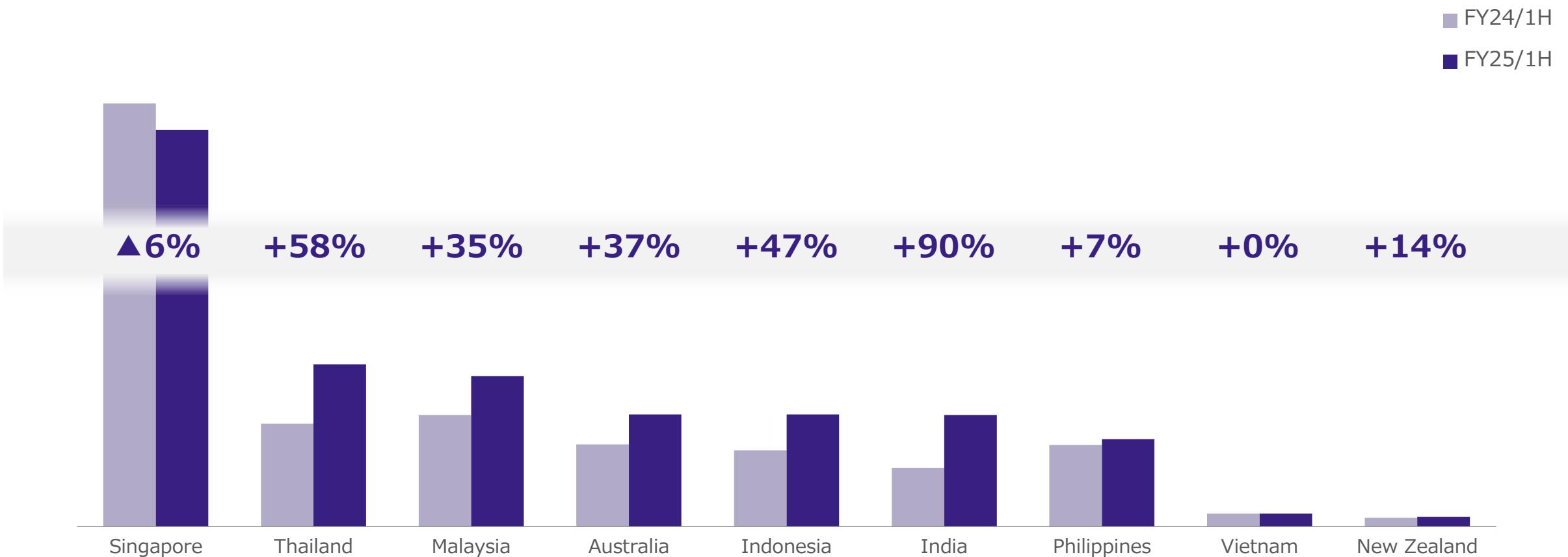
Growth led by cloud applications

**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



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 Newssoon	NHK	9/5
	DayDay.	Nippon TV	9/9
Newspapers and other print media: 10 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

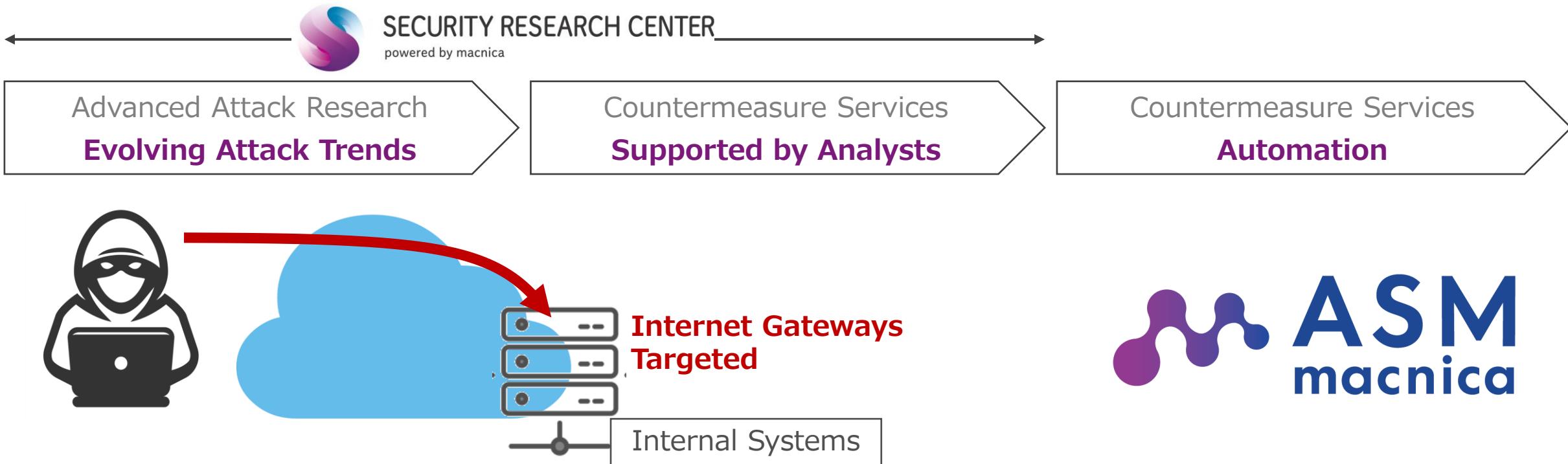
### Key Measures against Ransomware

- (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)



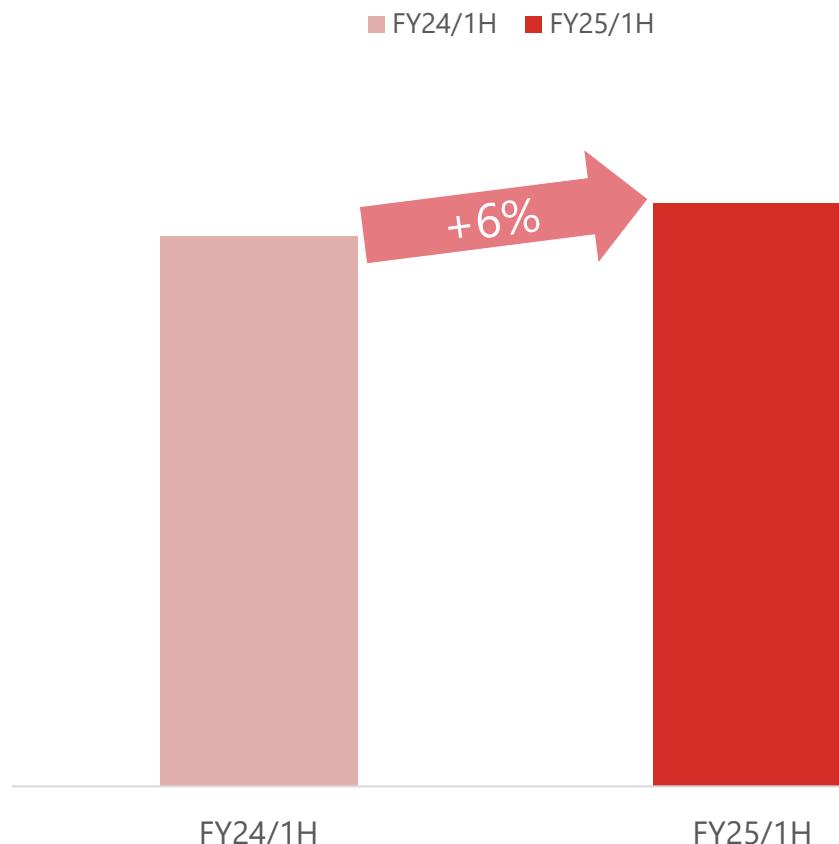
## 02 Mid-Term Management Plan (FY2025-2027)

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### 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)

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### 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

Management  
Issue

Transformation into a "Services &amp; Solutions Company"

DX Policy

Accelerate development speed of  
Services & SolutionsImprove profitability through  
enhanced productivity

Initiatives

**Transformation**Expanding Common  
Platforms and Promoting  
Data Utilization

- Company-wide DX Development and PoC Environments
- Commercial Data Infrastructure

**Growth**IT and DX  
Infrastructure

- Global Rollout of Core Systems
- Hyperautomation
- Process Mining
- Development of Generative AI Utilization Platforms

**Foundation**Global Support  
Framework

- Promoting DX Core Talent Development
- Promoting AI Education for All Employees
- Zero-Trust Security

Mass Deployment of  
In-house Services

Fostering DX Talent

Global-level Productivity  
Enhancement

**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



Career Ownership  
Management  
Award

最優秀賞  
(大企業の部 人事/HRの変革部門)



DX注目企業2025  
Digital Transformation



#### 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

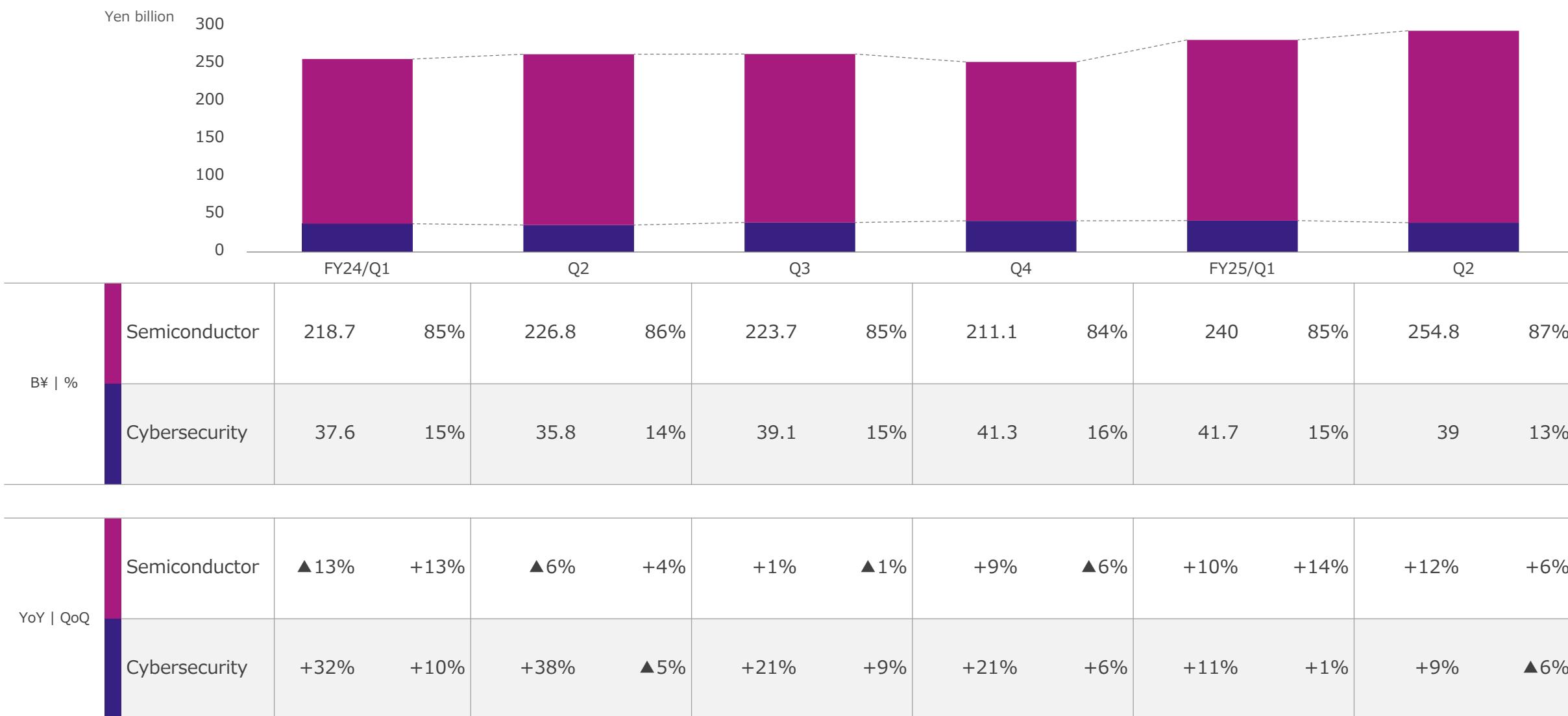
- MSCI ESG Rating: BB
- Multi-stakeholder Policy
- Declaration on Building Partnership
- Group-wide Risk Visualization
- Risk Management Regulations
- Strengthening Global Cash Flow Management
- **Establishment of Anti-Corruption Policy**

# Appendix

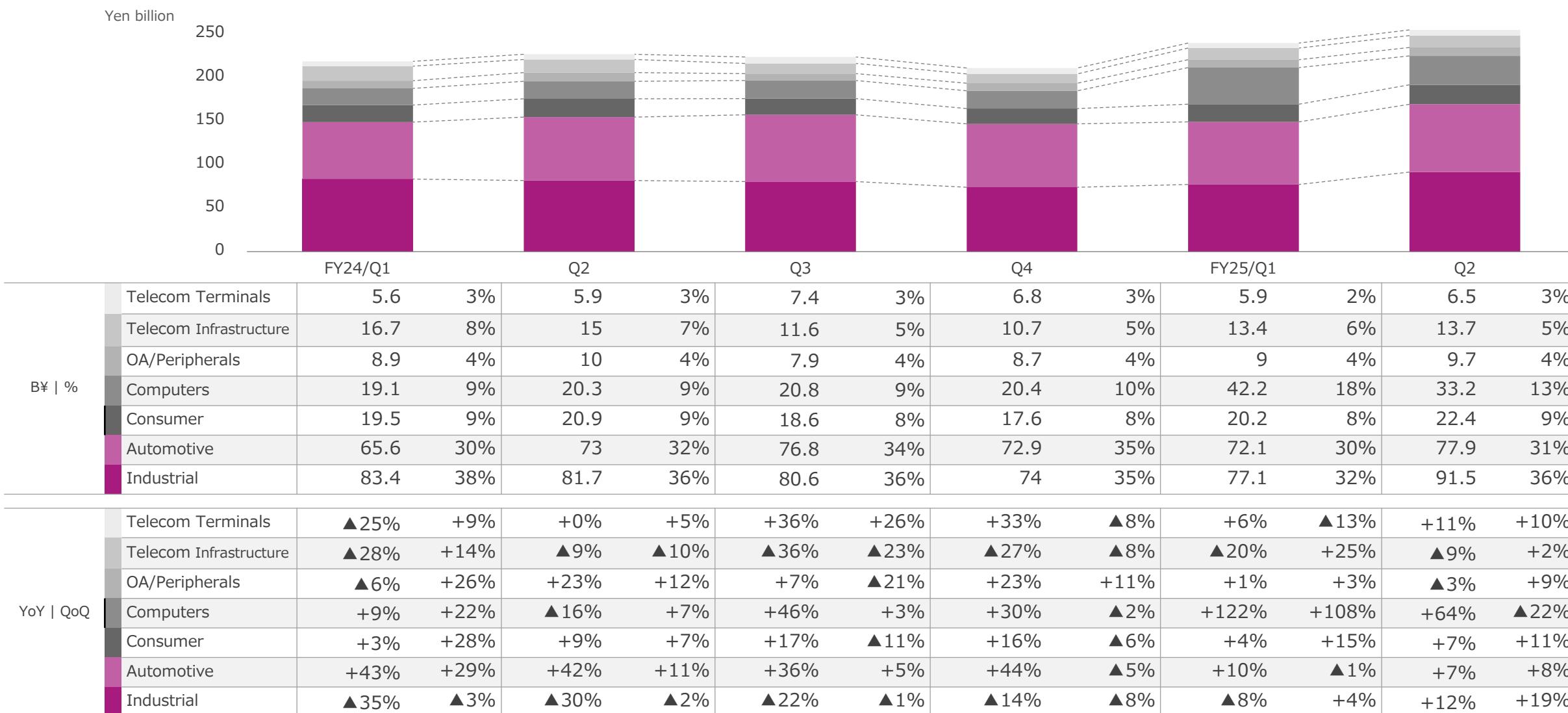
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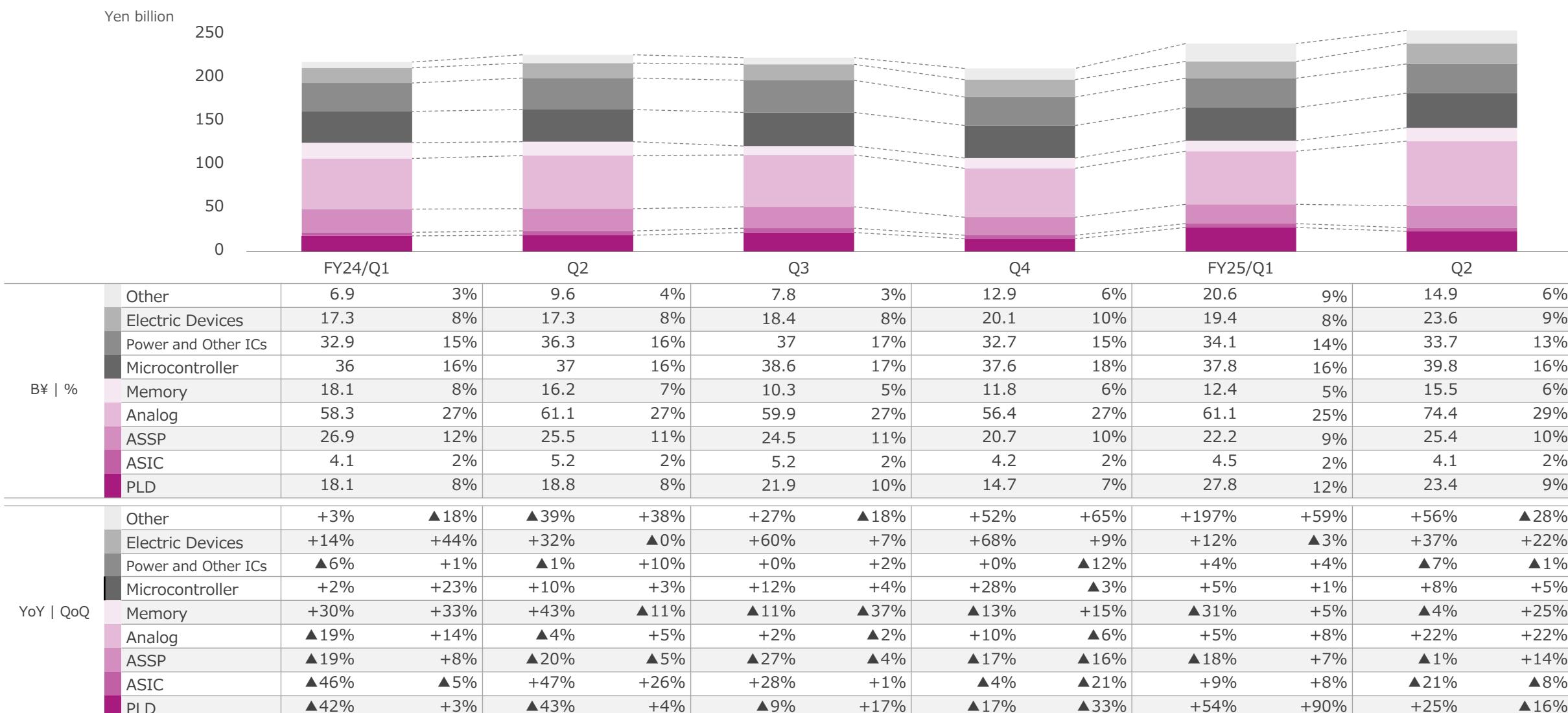
## Quarterly Net Sales by Segment



## Quarterly Semiconductor Business by Application: Net Sales

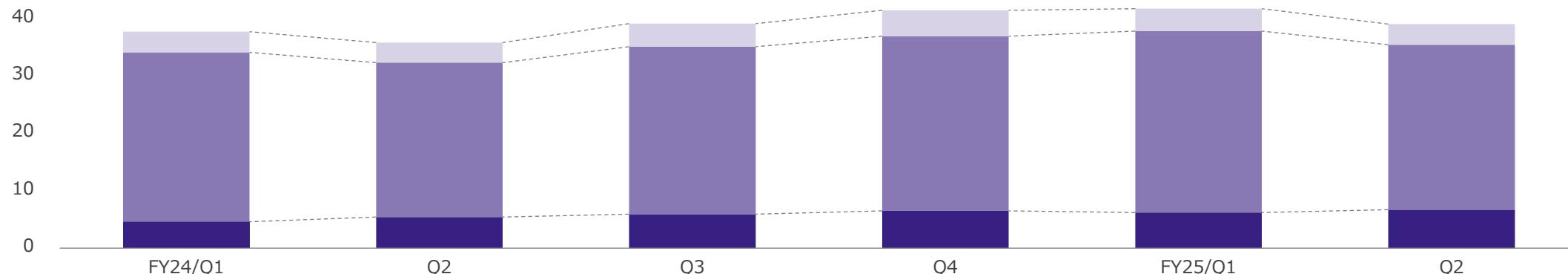


## Quarterly Semiconductor Business by Product: Net Sales



## Quarterly Cybersecurity Business by Product: Net Sales

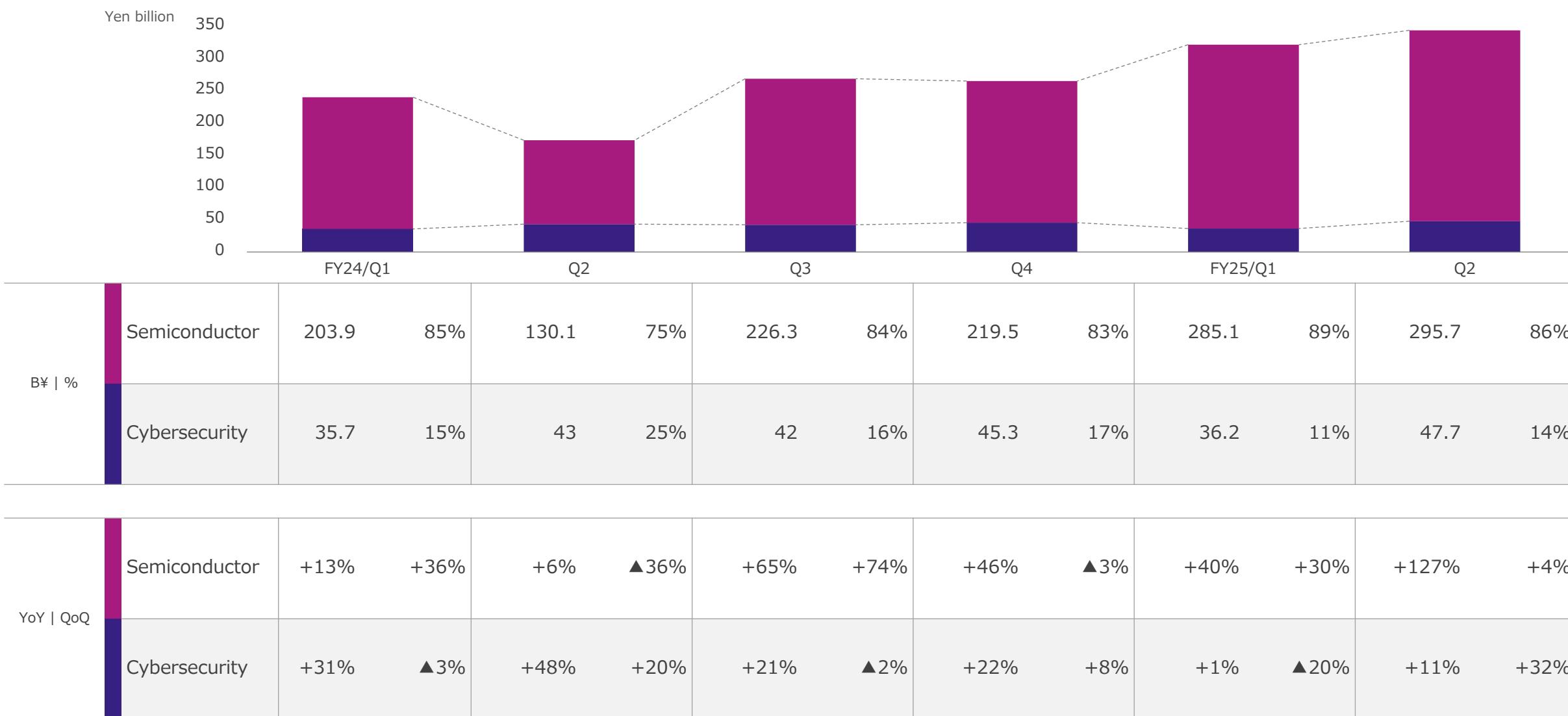
Yen billion



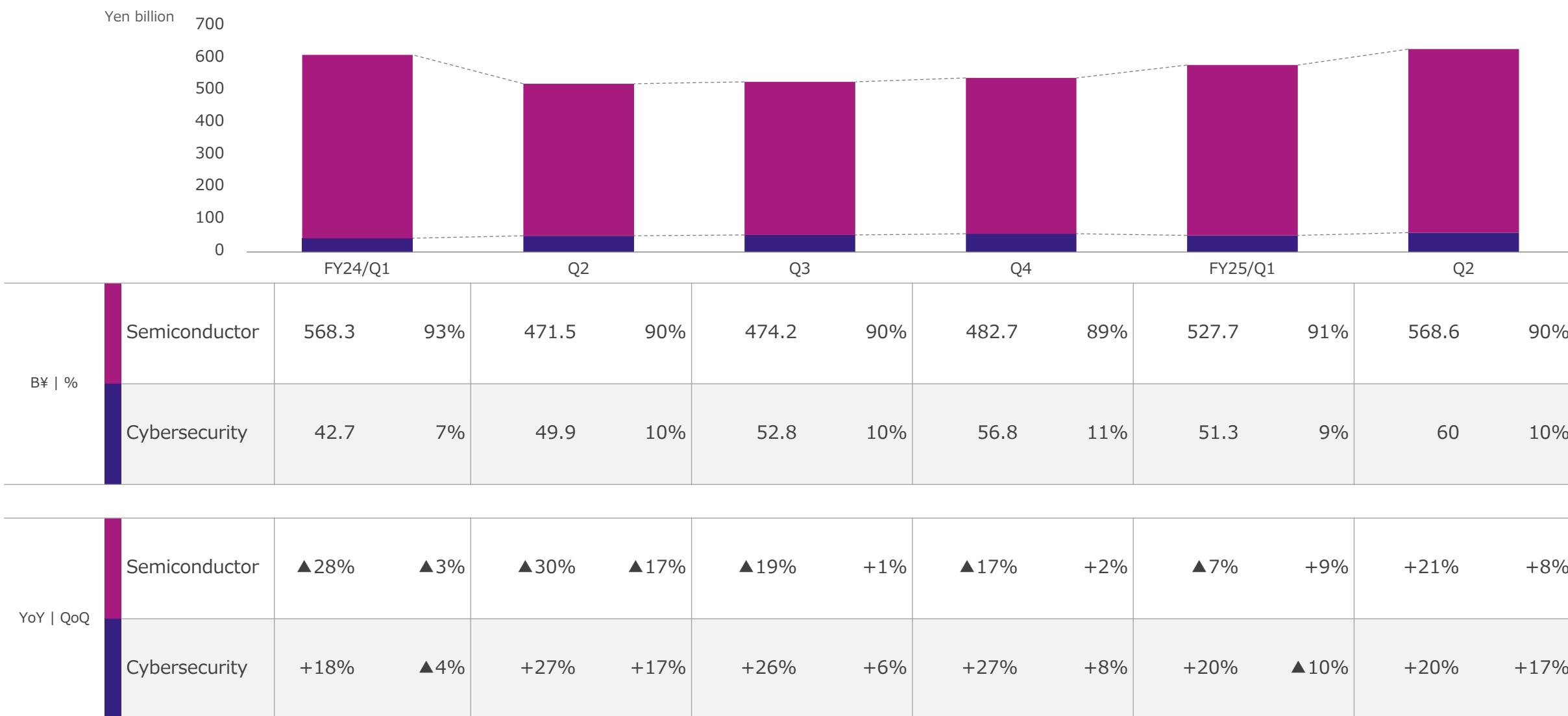
	Hardware	3.6	10%	3.5	10%	4	10%	4.5	11%	3.9	9%	3.6	9%
B¥   %	Software	29.5	78%	26.9	75%	29.2	75%	30.4	74%	31.6	76%	28.7	74%
	Service	4.6	12%	5.4	15%	5.9	15%	6.5	16%	6.2	15%	6.7	17%

	Hardware	▲5%	+2%	+1%	▲1%	▲6%	+14%	+28%	+12%	+9%	▲13%	+3%	▲7%
YoY   QoQ	Software	+45%	+15%	+49%	▲9%	+26%	+9%	+18%	+4%	+7%	+4%	+7%	▲9%
	Service	+5%	▲8%	+24%	+18%	+25%	+9%	+29%	+10%	+35%	▲4%	+23%	+8%

## Quarterly Orders Received by Segment



## Quarterly Order Backlog by Segment



**macnica**