

Financial Results Briefing FY2025 Presentation

Macnica Holdings, Inc.

May 11, 2026

In this presentation, 'ICs, Electronic Devices and Other Business' is referred to as the 'Semiconductor Business'. From the fiscal year ending March 31, 2026, the segment name 'Network Business' has been changed to 'Cybersecurity and Other IT Solutions Business' and will be classified as the Cybersecurity Business. In addition, product classifications have been revised, with 'Other Standard ICs' now split into 'Microcontroller' and 'Power and Other ICs.' Consequently, figures for the fiscal year ended March 31, 2025, have been retroactively restated. On pages 4–27 of this presentation, figures are presented under classifications different from those used in our financial disclosure, with the aim of providing investors a clearer explanation of our growth strategy and revenue structure by business. Specifically, figures for the CPS Solutions Business have been separated from the Semiconductor and Cybersecurity segments and are presented under three categories: Semiconductor Business, Cybersecurity Business, and CPS Solutions Business. As a result, these figures differ from those disclosed in the Summary of Financial Statements and Financial Results Briefings (Data). The allocation to the CPS Solutions Business has not yet been finalized, and the base figures used for Y/Y comparisons and other calculations may be revised in the future. From the Appendix on page 34 onwards, figures are presented in line with the disclosed reporting segments, with CPS Solutions Business figures included within the Semiconductor and Cybersecurity segments.

AGENDA

01. Results

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

02. Progress of 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

Business Performance Highlights for FY2025

Yen billion	Q4					FY25 Full-year			FY26 Plan		
	Results	Y/Y change		Q/Q change		Results	Y/Y change		Planned	Y/Y change	
Net Sales	326	+73.7	+29%	+13.3	+4%	1,214.2	+180	+17%	1,300	+85.8	+7%
Semiconductor Business	269.4	+62.1	+30%	+1.4	+1%	1,028.6	+157.5	+18%	1,088	+59.4	+6%
Cybersecurity Business	52.1	+10.8	+26%	+10.9	+26%	173.9	+20	+13%	196	+22.1	+13%
CPS Solutions Business	4.5	+0.7	+19%	+1	+30%	11.7	+2.5	+27%	16	+4.3	+37%
Operating Income	13.7	+7.2	+113%	+2.9	+27%	42	+2.3	+6%	52	+10	+24%
Semiconductor Business	9.7	+4.6	+87%	+0.8	+9%	32.5	+0.8	+2%	37.5	+5	+15%
Cybersecurity Business	5.5	+1.3	+30%	+1.6	+42%	17.3	+3.2	+23%	20.1	+2.8	+16%
CPS Solutions Business	▲1.6	+1.3	-	+0.5	-	▲7.9	▲1.7	-	▲5.6	+2.3	-
Net Income attributable to Owners of Parent	9.4	+6.8	+256%	+2.1	+29%	27.8	+2.5	+10%	32	+4.2	+15%
Average exchange rate (JPY/USD)	155.95 yen					149.99 yen			150 yen (FY26 Planned)		

- In FY2025, both Semiconductor and Cybersecurity delivered double-digit growth, driving increases in revenue and profit.
Semiconductor: AI-related growth and overseas transfer of distribution channels pushed net sales above ¥1 trillion for the first time.
Cybersecurity: Expanded in Japan and globally, led by endpoint, web application, and cloud security.
- FY2026 Outlook
Semiconductor: Overseas growth to continue, with a recovery in the domestic industrial market expected.
Cybersecurity: Demand to remain strong in Japan and globally, sustaining double-digit growth.
CPS Solutions: Losses to narrow while continuing investment toward Vision 2030, focused on Smart City/Mobility.
Forecast annual dividend increase of ¥10

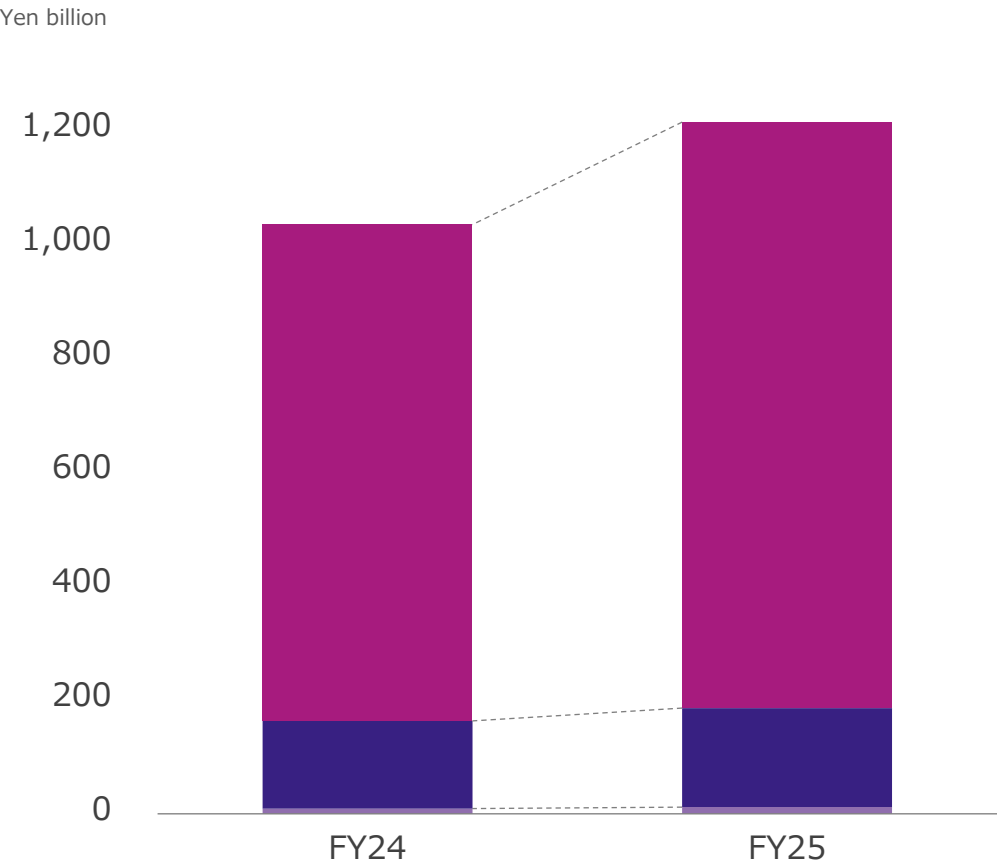
Dividends (per share)				
	Mid	End	Annual	Payout Ratio
FY2025	35 yen	35 yen	70 yen	45%
FY2026	40 yen *	40 yen *	80 yen *	45% *
*Est.				

01. Results

② Results for FY2025 (Consolidated)

Net Sales by Business

1,214.2 billion Y/Y Change +17.4%

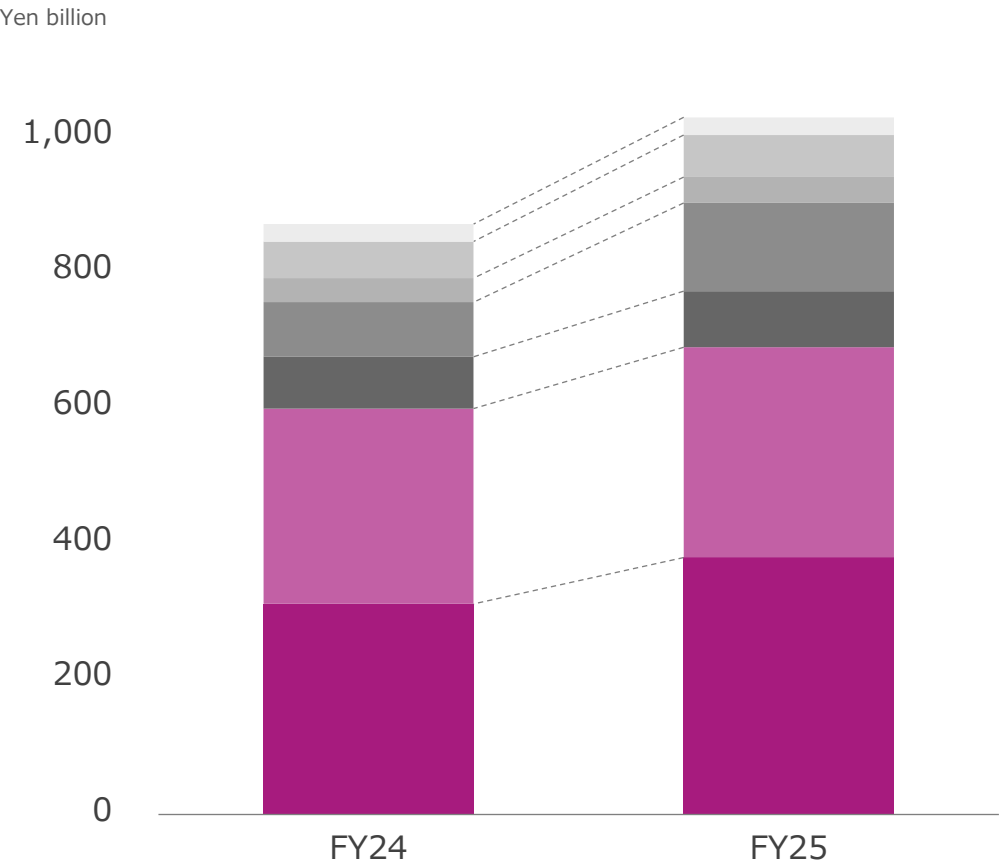


Y/Y Change +17.4%

(Yen billion)	FY24		FY25		Y/Y	
	Results	Ratio	Results	Ratio	Change	Change%
Semiconductor	871.1	84%	1,028.6	85%	+157.5	+18%
Cybersecurity	153.9	15%	173.9	14%	+ 20	+13%
CPS Solutions	9.2	1%	11.7	1%	+2.5	+27%
Total	1,034.2	100%	1,214.2	100%	+180	+17.4%

Semiconductor Business by Application: Net Sales

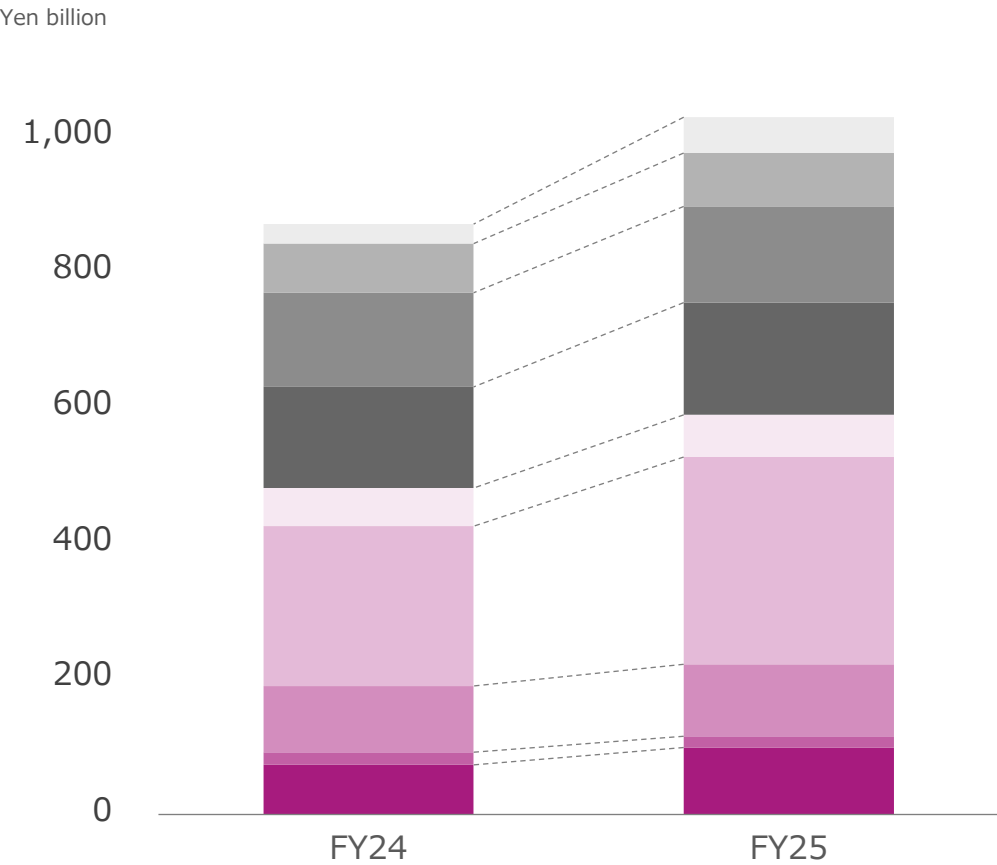
1,028.6 billion Y/Y Change +18.1%



(Yen billion)	FY24		FY25		Y/Y	
	Results	Ratio	Results	Ratio	Change	Change%
Telecom Terminals	25.7	3%	26.1	2%	+0.4	+1%
Telecom Infrastructure	54.1	6%	62.1	6%	+8	+15%
OA/Peripherals	35.5	4%	38.2	4%	+2.7	+8%
Computers	80.5	9%	130.1	13%	+49.6	+62%
Consumer Products	76.4	9%	82.8	8%	+6.4	+8%
Automotive Products	288.2	33%	310.2	30%	+ 22	+8%
Industrial Equipment	310.7	36%	379.1	37%	+68.4	+22%
Total	871.1	100%	1,028.6	100%	+157.5	+18.1%

Semiconductor Business by Product : Net Sales

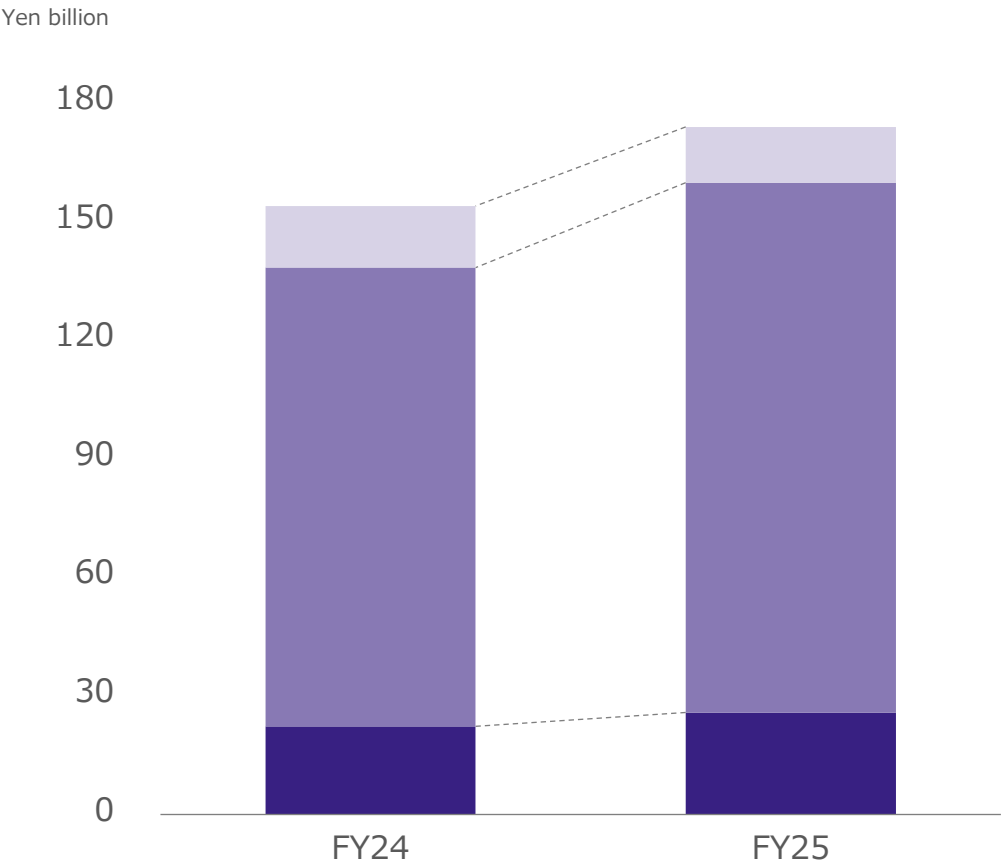
1,028.6 billion Y/Y Change +18.1%



(Yen billion)	FY24		FY25		Y/Y	
	Results	Ratio	Results	Ratio	Change	Change%
Other	28.8	3%	52.8	5%	+ 24	+83%
Electric Devices	72.5	8%	78.8	8%	+6.3	+9%
Power and Other ICs	138.9	16%	141.9	14%	+3	+2%
Microcontroller	149.2	17%	165.6	16%	+16.4	+11%
Memory	56.3	7%	62.2	6%	+5.9	+10%
Analog	235.7	27%	305.8	30%	+70.1	+30%
ASSP	97.7	11%	106.2	10%	+8.5	+9%
ASIC	18.7	2%	16.6	2%	▲2.1	▲11%
PLD	73.2	9%	98.8	9%	+25.6	+35%
Total	871.1	100%	1,028.6	100%	+157.5	+18.1%

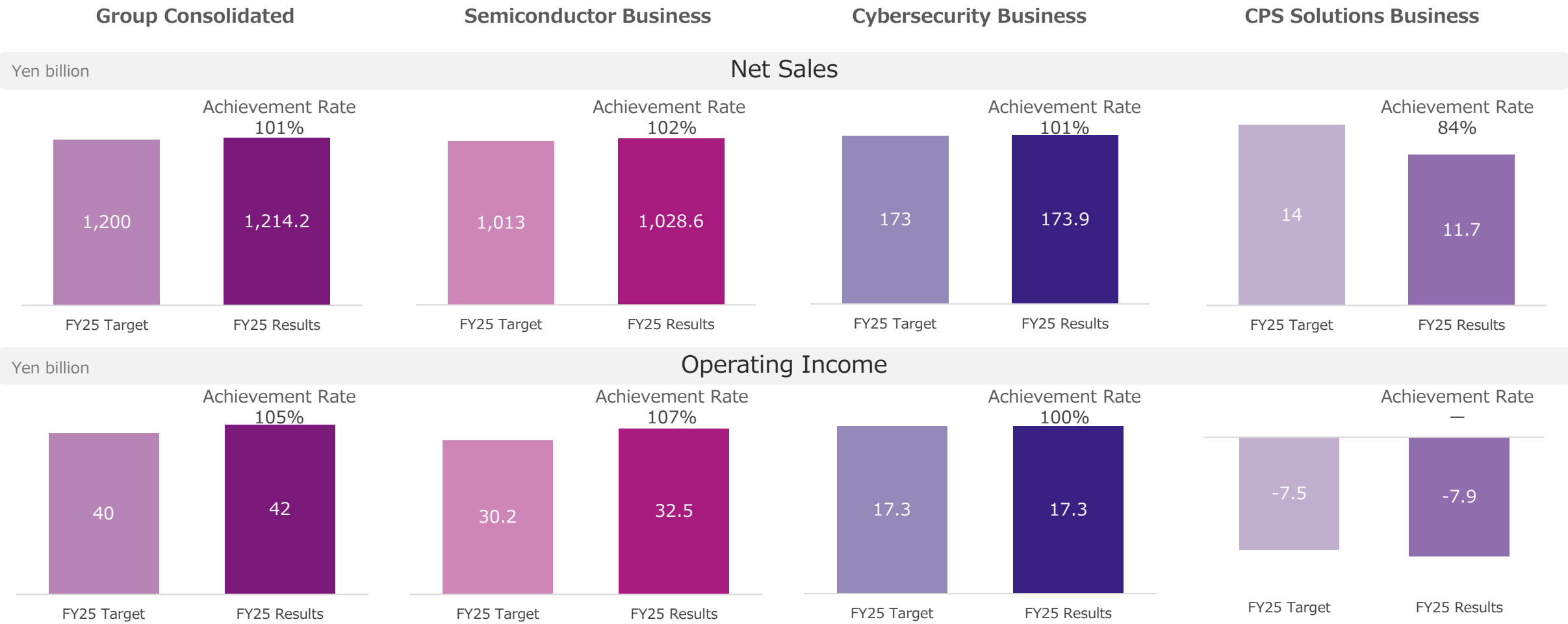
Cybersecurity Business by Product: Net Sales

173.9 billion Y/Y Change +13.0%



(Yen billion)	FY24		FY25		Y/Y	
	Results	Ratio	Results	Ratio	Change	Change%
Hardware	15.6	10%	14.1	8%	▲ 1.5	▲ 9%
Software	116	75%	134	77%	+ 18	+16%
Service	22.3	15%	25.8	15%	+ 3.5	+16%
Total	153.9	100%	173.9	100%	+20	+13.0%

Net Sales by Business



02. Progress of Mid-Term Management Plan (FY2025-2027)

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

02. Progress of Mid-Term Management Plan (FY2025-2027)

Company-wide

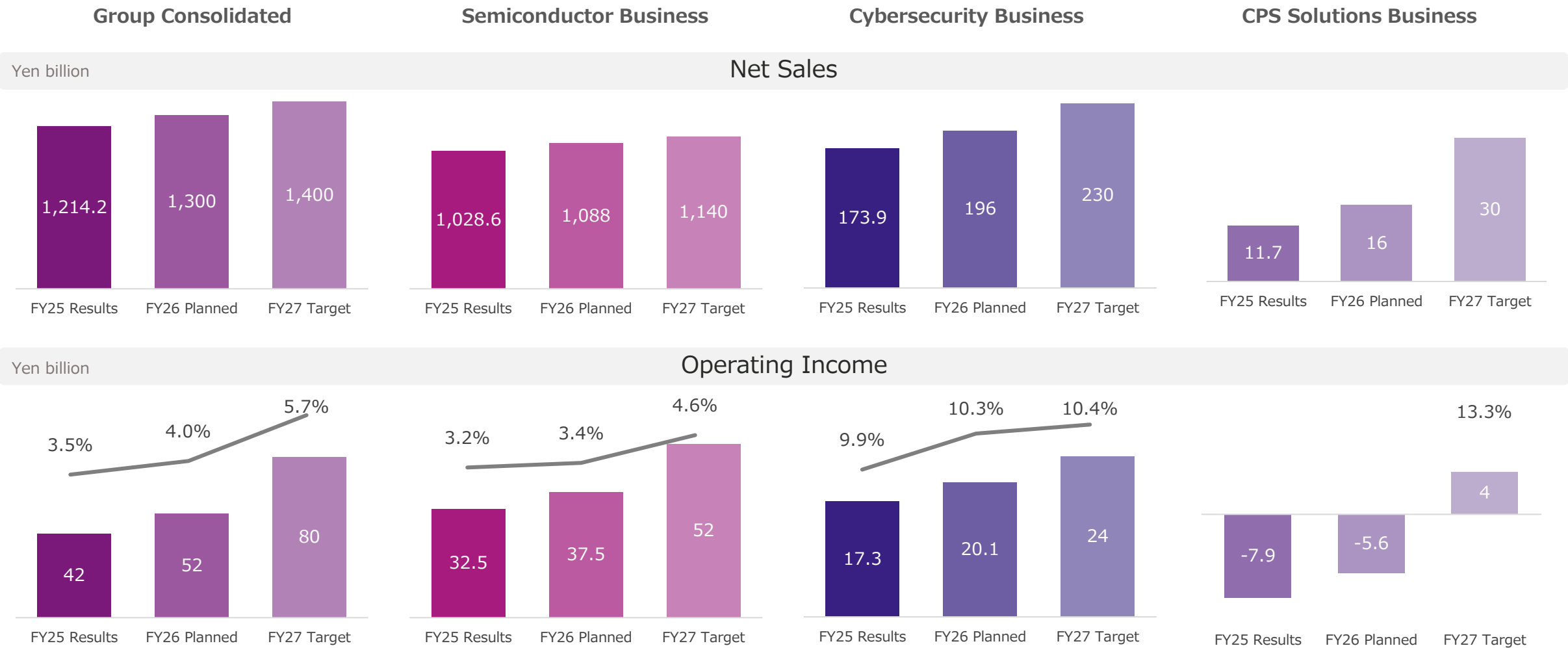
Semiconductor Business

Cybersecurity Business

CPS Solutions Business

Strengthening the Management Base

Review by Business: Results, Plans & Targets



Business Model Transformation and Future Business

Services & Solutions Model 12.8 billion, Future Business 11.7 billion

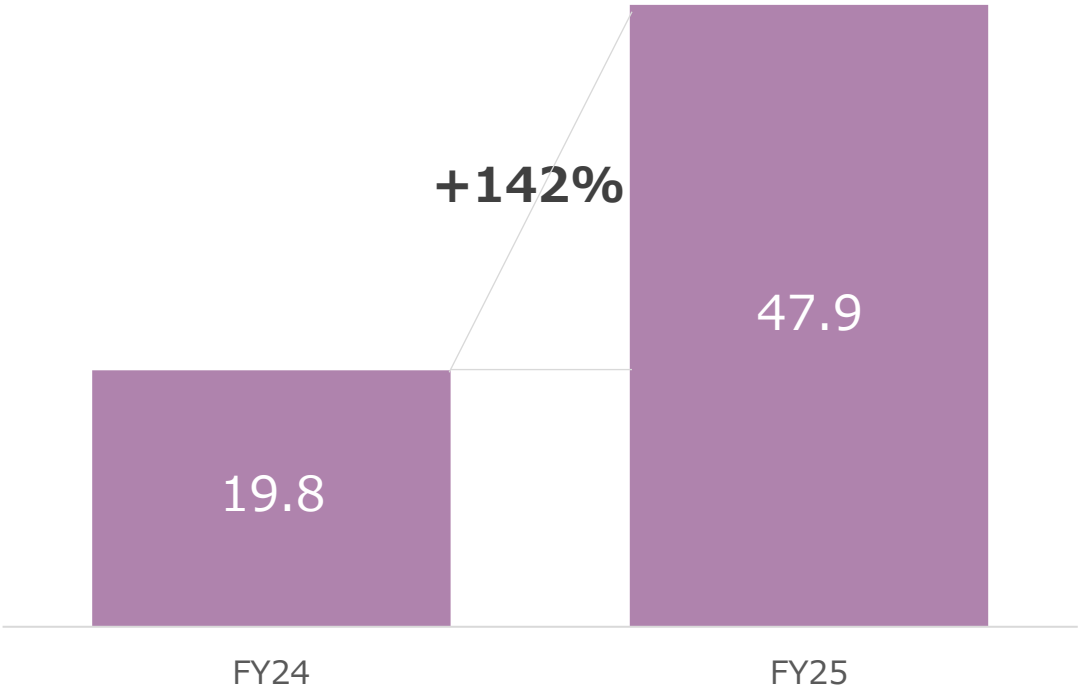
	Semiconductor Business	Cybersecurity Business (formerly Network Business)	CPS Solutions Business
			Future Business 11.7 bil yen
Services & Solutions Model	Business Model Transformation 12.8 bil yen		
Value-Added Distribution Model	Current Core Revenue		

Company-Wide AI Strategy

AI-related business grew +142% Y/Y

Yen billion

Company-Wide AI-Related Business Net Sales



AI-related business overall Y/Y+142%

- Significant growth in both AI infrastructure and system AI products

AI Infrastructure products Y/Y+155%

- Strong performance in AI servers Y/Y+131%
- Strong performance in high-speed network equipment for data centers Y/Y+165%

System-related AI products Y/Y+110%

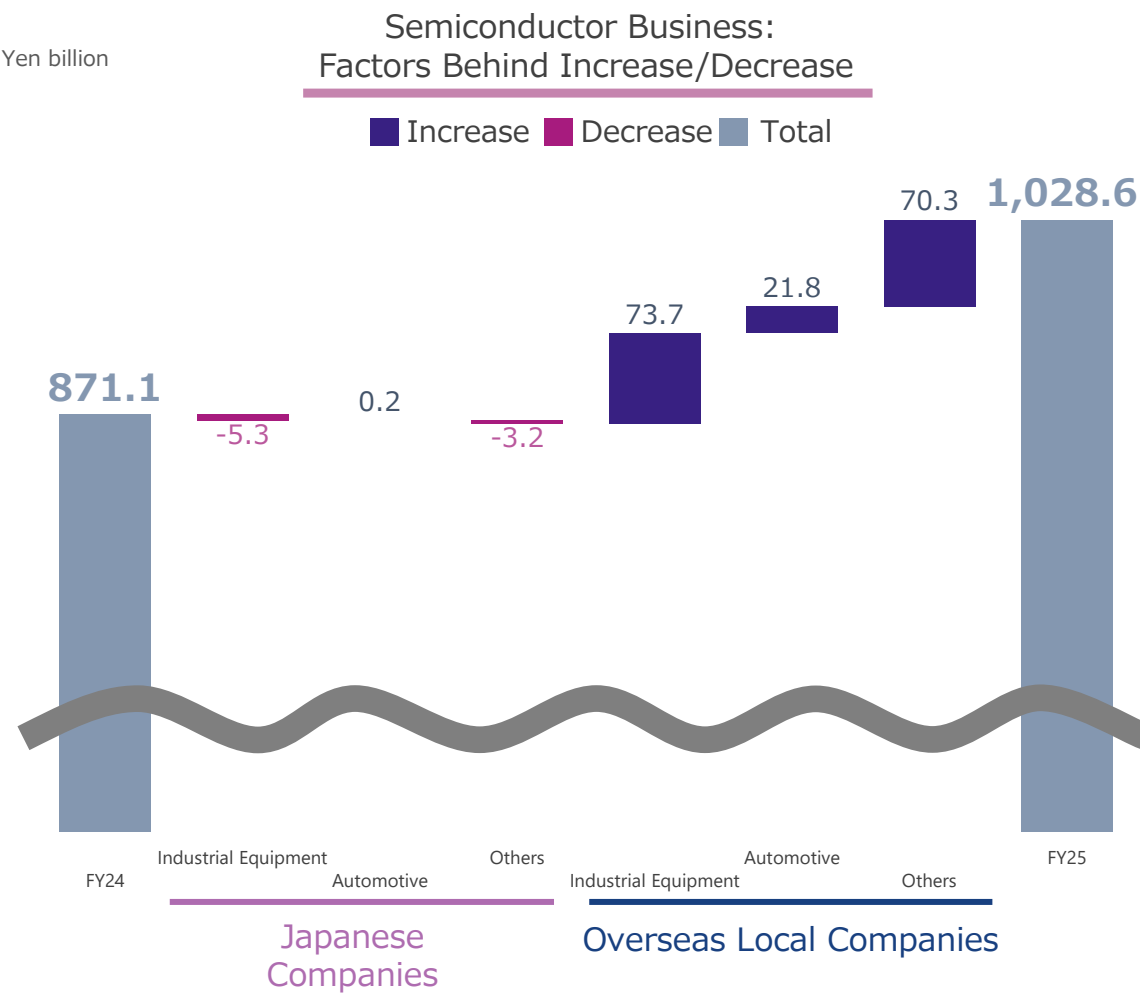
- Strong performance in software-related products for AI development and operations Y/Y+144%

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Factors Behind Increase/Decrease in the Semiconductor Business

Up 157.8 billion Y/Y (+18%): Domestic market flat, Overseas markets grew



For Japanese Companies Y/Y▲1%

- Industrial Equipment Y/Y▲3%
Semiconductor manufacturing equipment increased, but slightly decreased due to Inventory adjustments in 1H.
- Automotive Y/Y+0%
Flat overall due to the impact of customers' production cuts, offset by the transfer of distribution channels and wafer sales.
- Others Y/Y▲1%
Slight decrease due to inventory adjustments, while AI-related demand drove increases.

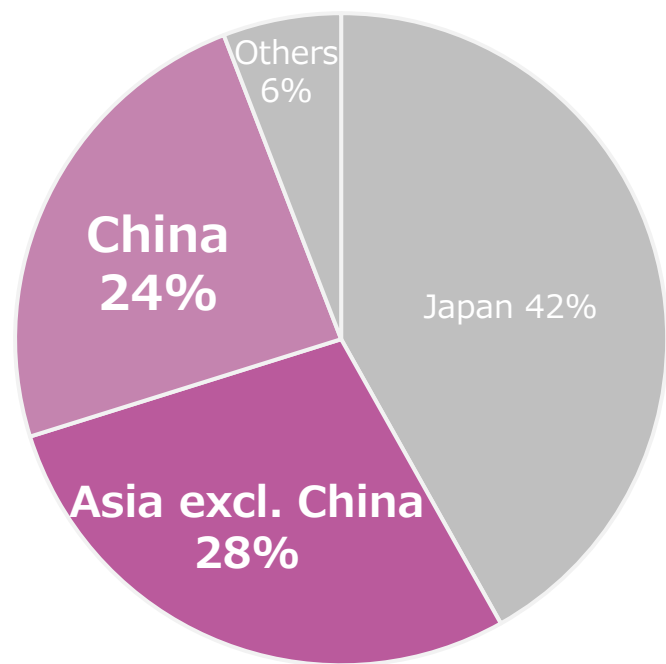
For Overseas Local Companies Y/Y+69%

- Industrial Equipment Y/Y+74%
In addition to the transfer of distribution channels, the market shows signs of recovery.
- Automotive Y/Y+53%
Increase driven by the transfer of distribution channels.
- Others Y/Y+69%
Demand increased for AI servers.

Focused Investment in Growth Countries

High growth in China (+30%), Korea (+112%), and India (+26%)

Semiconductor Business: Net Sales by Region



Asia excluding China Y/Y+48%

- Growth in South Korea Y/Y+ 112%
- Growth in India Y/Y+ 26%

China Y/Y+30%

- Eight new contracts signed with Chinese vendor semiconductor manufacturers.
- Sales of Chinese vendor semiconductor products Y/Y+43%

Continued Strengthening of Growth Markets

Industrial Equipment and Automotive grew steadily; AI-related grew significantly



Industrial Equipment
+22.0%

Y/Y



Automotive
+7.7%



AI-related^{*}
+147.3%

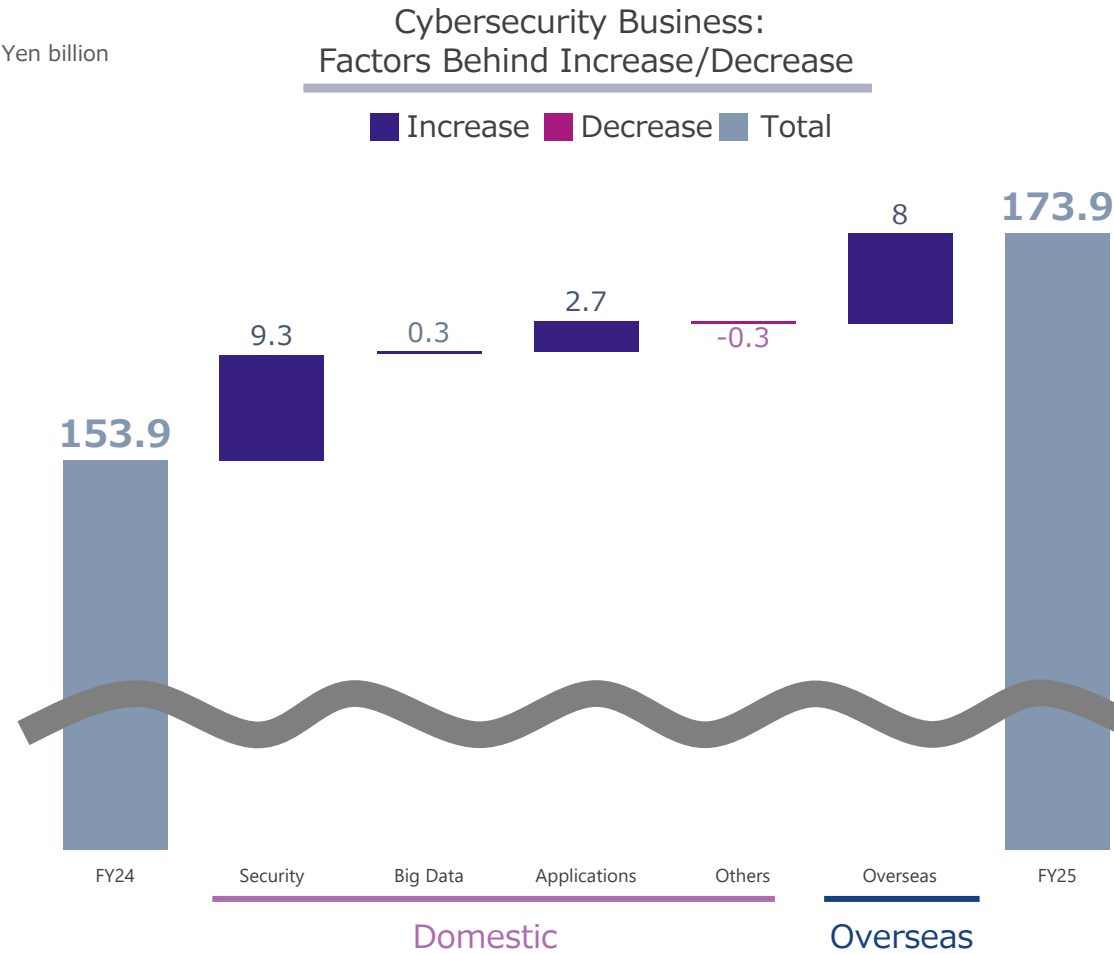
^{*}Extract only semiconductor-related AI products.

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Factors Behind Increase/Decrease in the Cybersecurity Business

Up 20 billion Y/Y (+13%), with growth across all focus markets



Domestic Y/Y + 12%

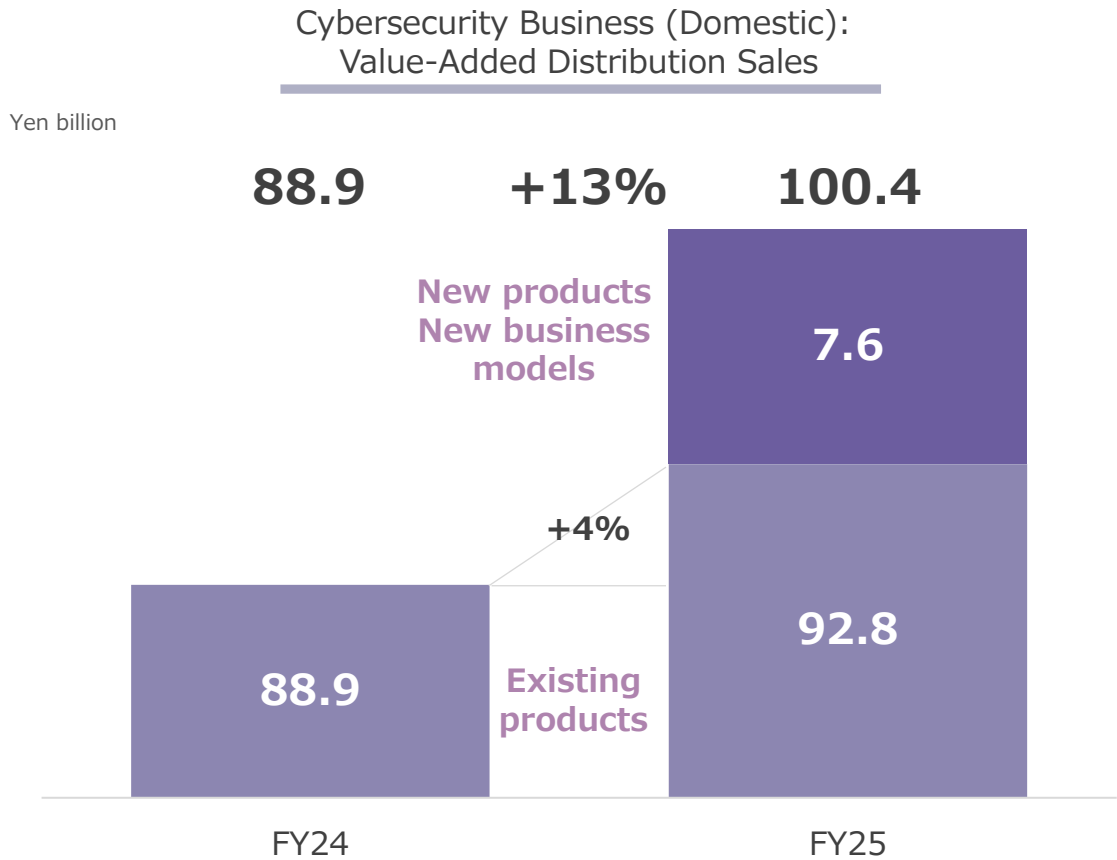
- Security Y/Y + 13%
Growth driven mainly by endpoint, web application, and cloud security.
- Big Data Y/Y + 3%
Recovery from 1H losses and returned to growth.
- Applications Y/Y + 22%
Growth driven primarily by cloud applications.

Overseas Y/Y + 15%

- India Y/Y + 91%
Significant growth driven by multiple large-scale project acquisition.
- Thailand, Malaysia, Philippines, Indonesia, Australia
Core products handled in each country continued to grow steadily. Y/Y + 11-36%

Expansion of Value-Added Distribution Model (Domestic)

+13% Y/Y growth; 7.6 billion driven by the launch of new products and sales models



Overall domestic distribution Y/Y+13%

- Steady launch of new products and business models.
- Growth in existing products.

New products, new sales models 7.6 billion

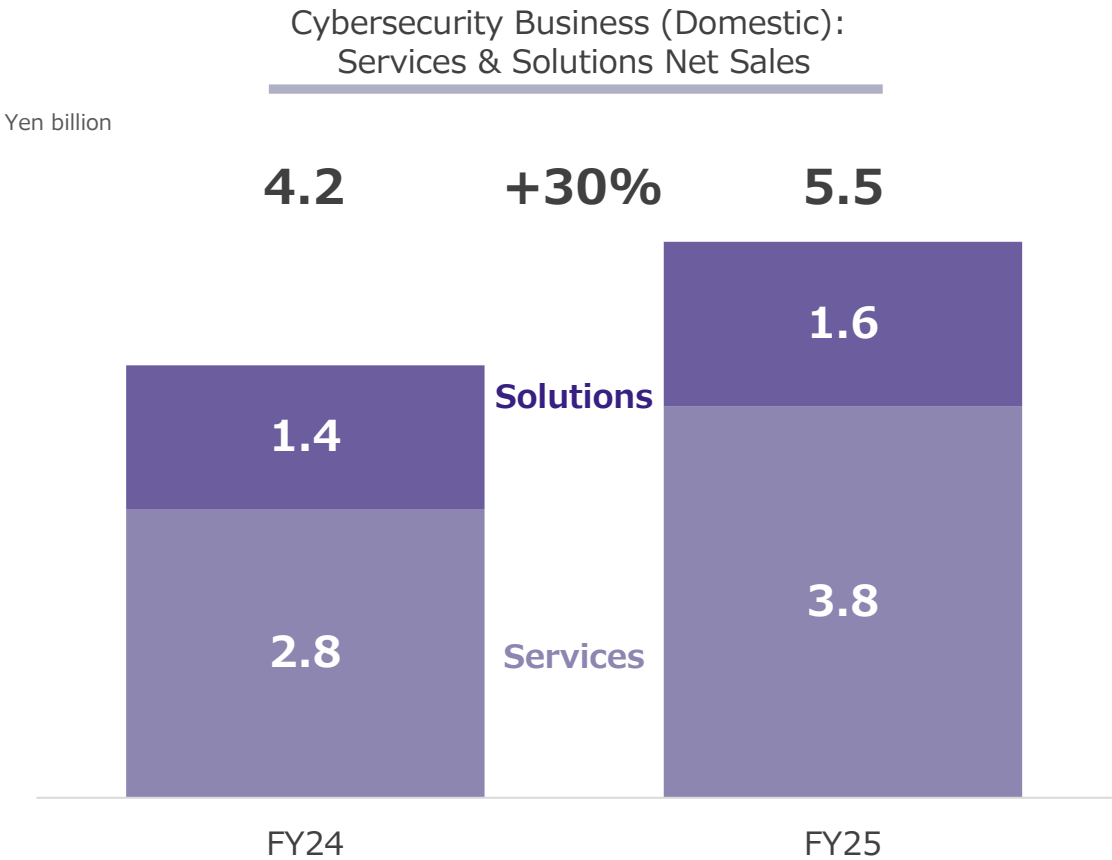
- Achieves rapid launch across multiple new products.
- Achieved a rapid launch of a new marketplace-based sales model using cloud platforms as the sales channel.

Existing products Y/Y+4%

- Top 5 products by sales (total) Y/Y+19%
- Subscription business Y/Y+15%

Expansion of Services & Solutions (Domestic)

Total Services & Solutions 5.5 billion (Y/Y +30%)



Proprietary Solutions Y/Y+20%

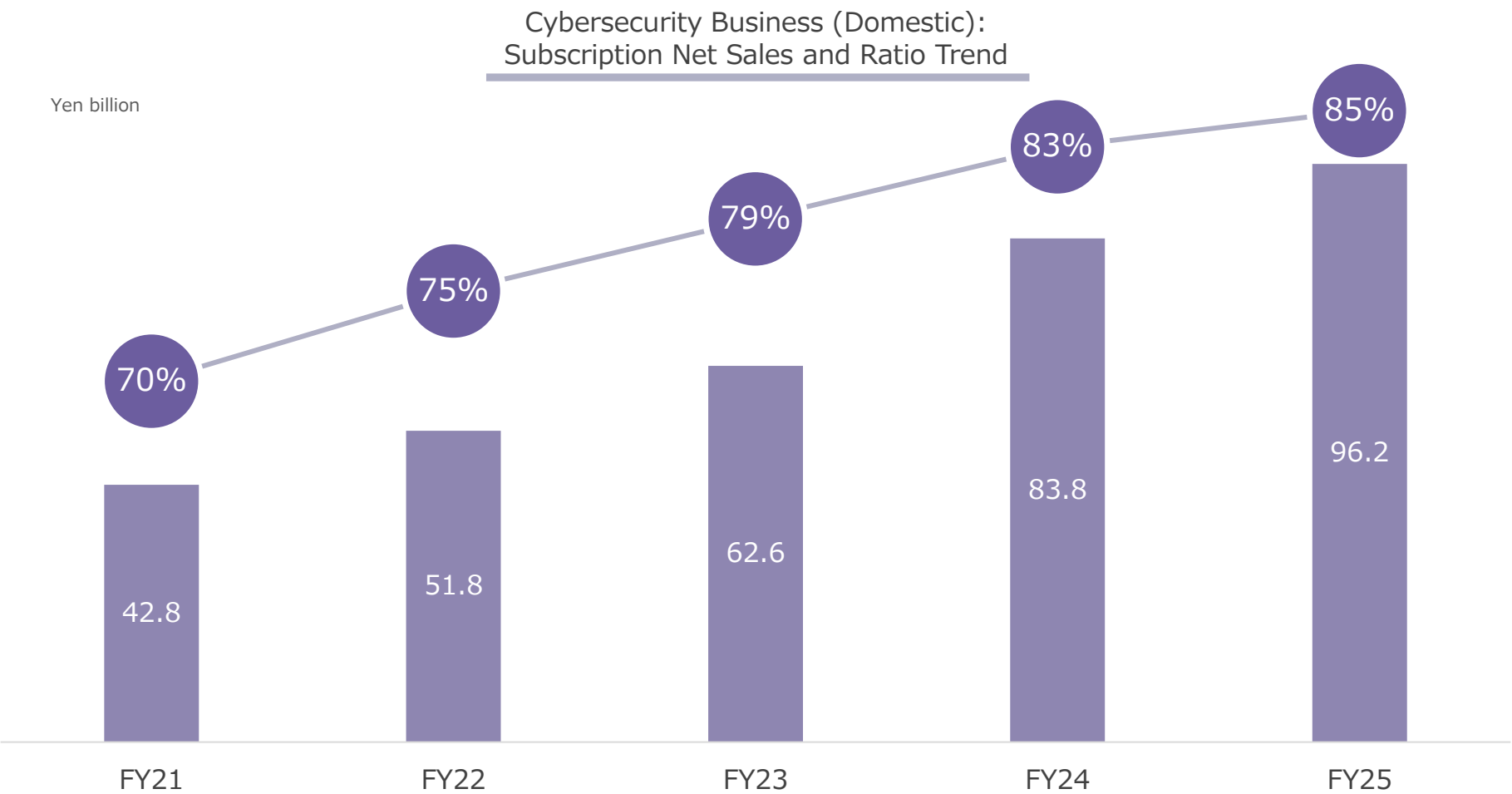
- Growth in proprietary solutions centered on ASM (Attack Surface Management).

Provision of Services Y/Y+35%

- Growth in implementation and operational support services provided alongside product sales.

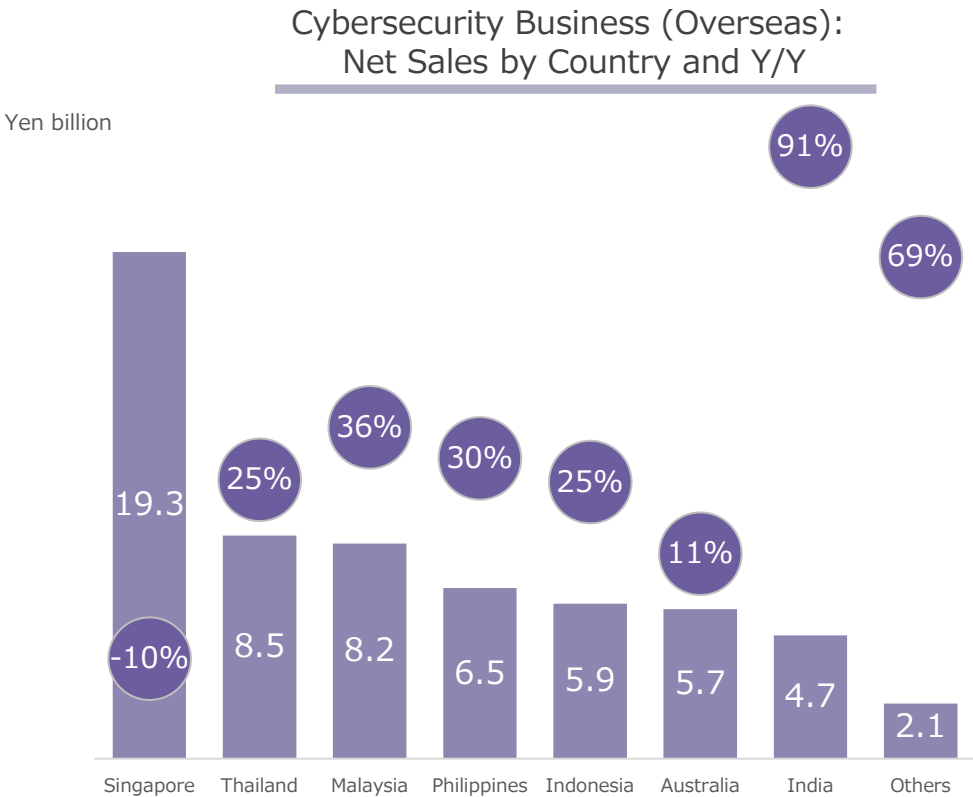
Expansion of Subscriptions (Domestic)

Subscription ratio grew to 85%

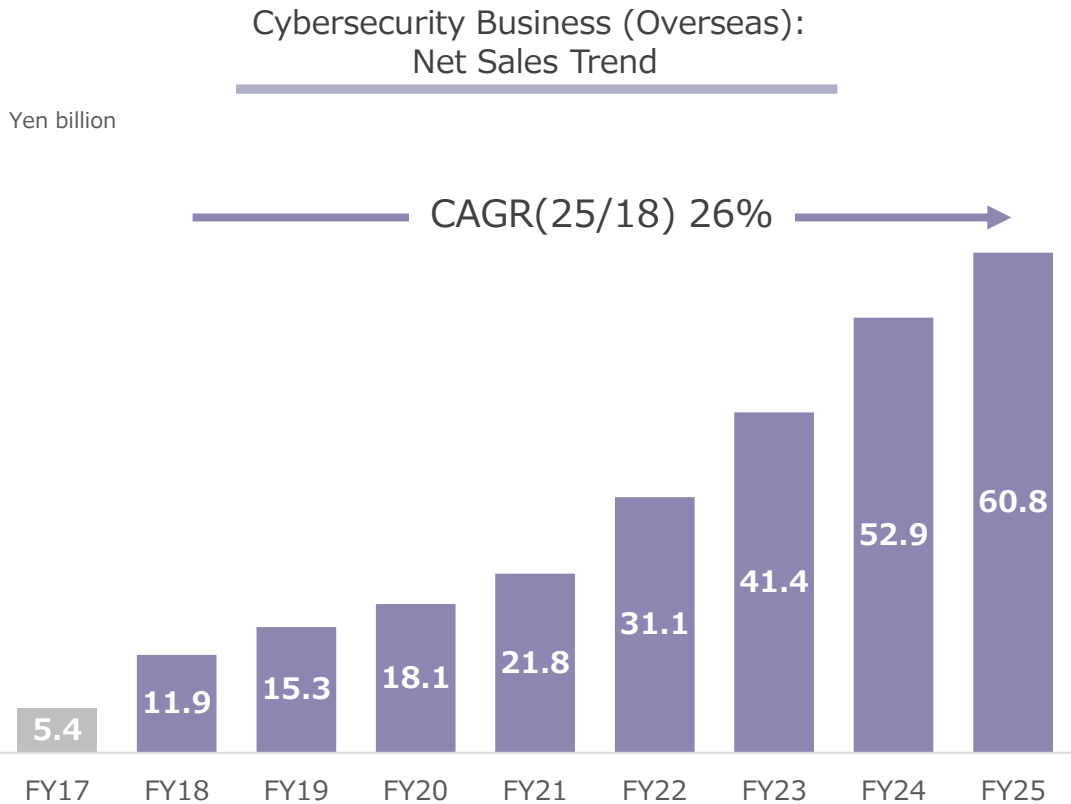


Cybersecurity Business (Overseas)

Growth in Thailand, Malaysia, Philippines, Indonesia, Australia, and India



*% = Y/Y growth rates.



*From FY17 2H, figures are consolidated.

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Smart City/Mobility

Smart Mobility-related Net Sales 4.3 billion (Y/Y +10%)

Proprietary Mobility Solutions

Pioneer in public road
autonomous driving



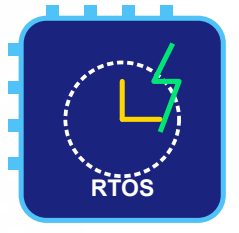
everfleet

FY25

1.5 billion

Value-Added Distribution & Integration

Strengths as technology trading company
in semiconductors and software



Technical Intelligence
Expertise in Public Roads Autonomous Driving
Expertise obtaining Level 4 certification, etc.
Trust & Brand

FY25

2.8 billion

Smart Manufacturing

Smart Manufacturing-related Net Sales 1.3 billion (Y/Y +86%)

Core Products

Consulting & Integration

Strengths of a technology trading company

x

In-house development capabilities

Proprietary Products

Value-Added
Distribution

 DSF CYCLONE



Integration leveraging
implementation
expertise



Strong core products
Manufacturing domain knowledge
Customer base from Semiconductor Business

FY25
500 million

FY25
700 million

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Strengthening Branding Strategy (Corporate Branding)

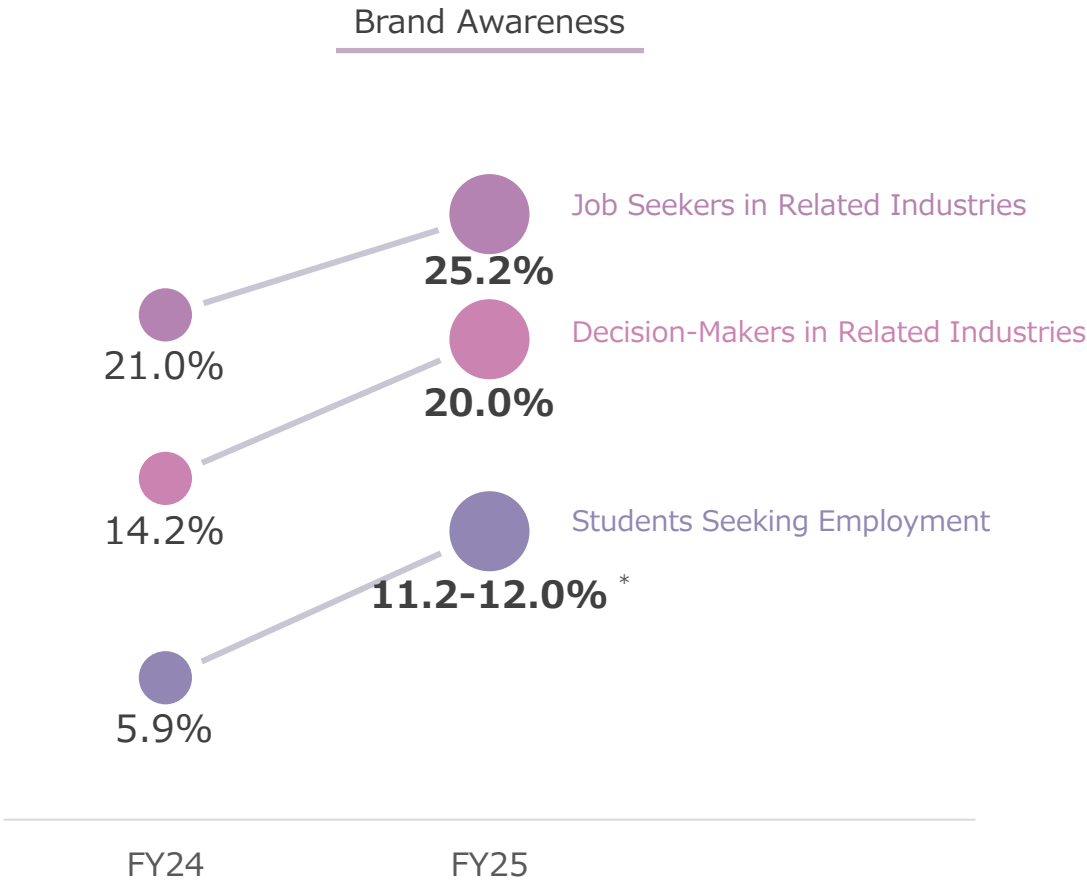
Improved brand awareness through TV, radio CMs, digital advertising, transit advertising, etc.

TV CMs (TV Asahi "Saturday STATION", etc.)



Special Commercials Web Page

Scan this QR code for details. ([Link](#))

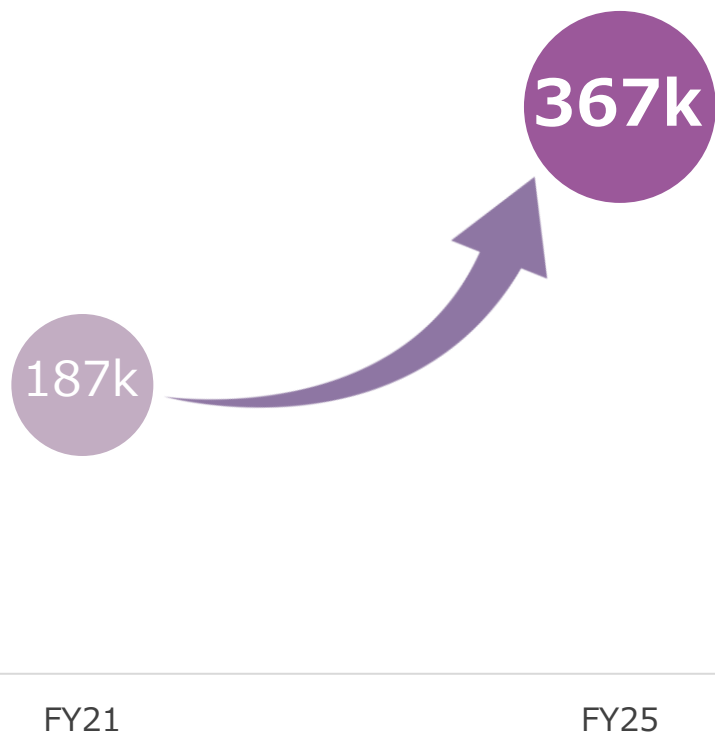


*Survey by Rakuten Insight Inc.
Science students 12%, humanities students 11.2%

Strengthening Branding Strategy (Marketing)

House list nearly doubles in 4 years, exceeding 360,000

House List: Number of Customer Records Held

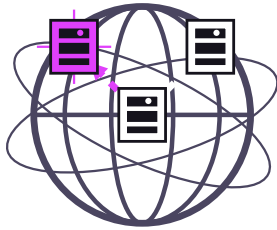


Macnica Exponential Technology 2026
TAKANAWA GATEWAY Convention Center, February 2026
400 companies, 730 participants



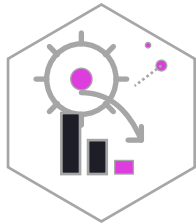
* This image has been processed using GenAI to protect participant privacy.

Strengthening IT/DX Strategy



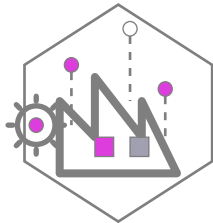
Global ERP Standardization

- Implementation completed at European offices
- Deployment project launched in Asia
- Establishing a global support framework



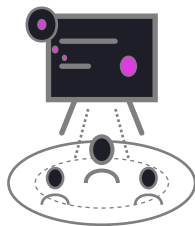
Cost Reduction through Business Automation

- RPA (UiPath): approx. 100 million in savings
- Process mining (Celonis): approx. 120 million in savings



Utilization of Digital Execution Factory (Internal DX Environment)

- Ideas submitted: 129
- Applications developed: 25



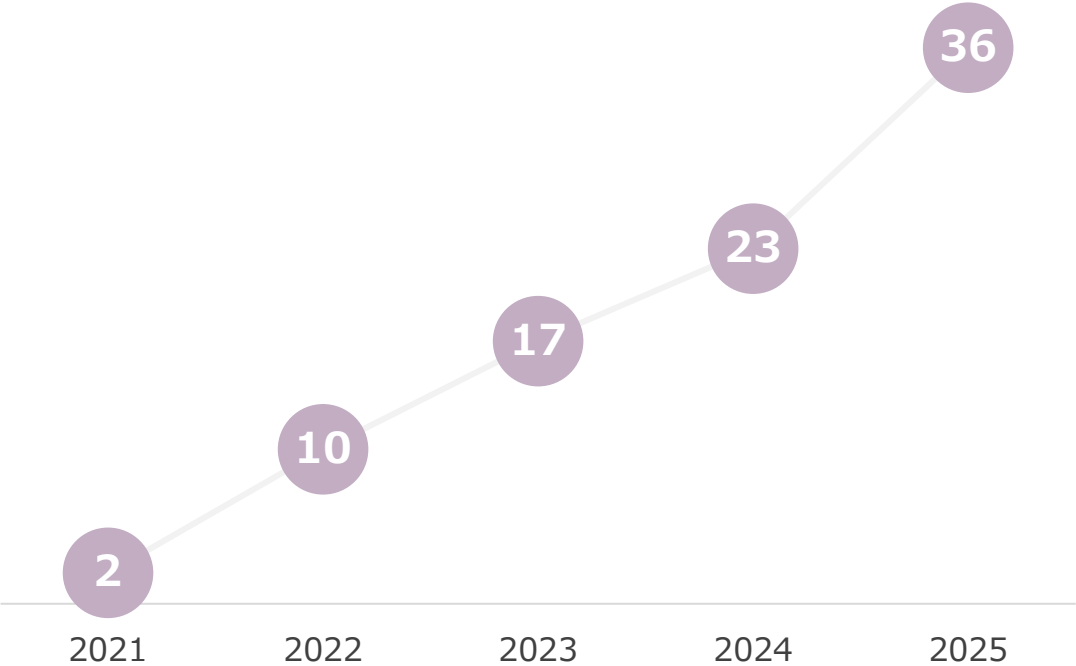
DX Human Capital Development

- Microsoft Power Platform: 330 people (Y/Y+231)
- RPA (UiPath): 104 people (Y/Y +81)

Sustainability

Improved external evaluation driven by ongoing sustainability initiatives

CSA Score



External Evaluations on Environment and Human Rights

		FY24	FY25
CDP	Climate Change	B	A-
	Water Security	B-	B
	Supplier Engagement	A-	A
EcoVadis	Overall	37	46

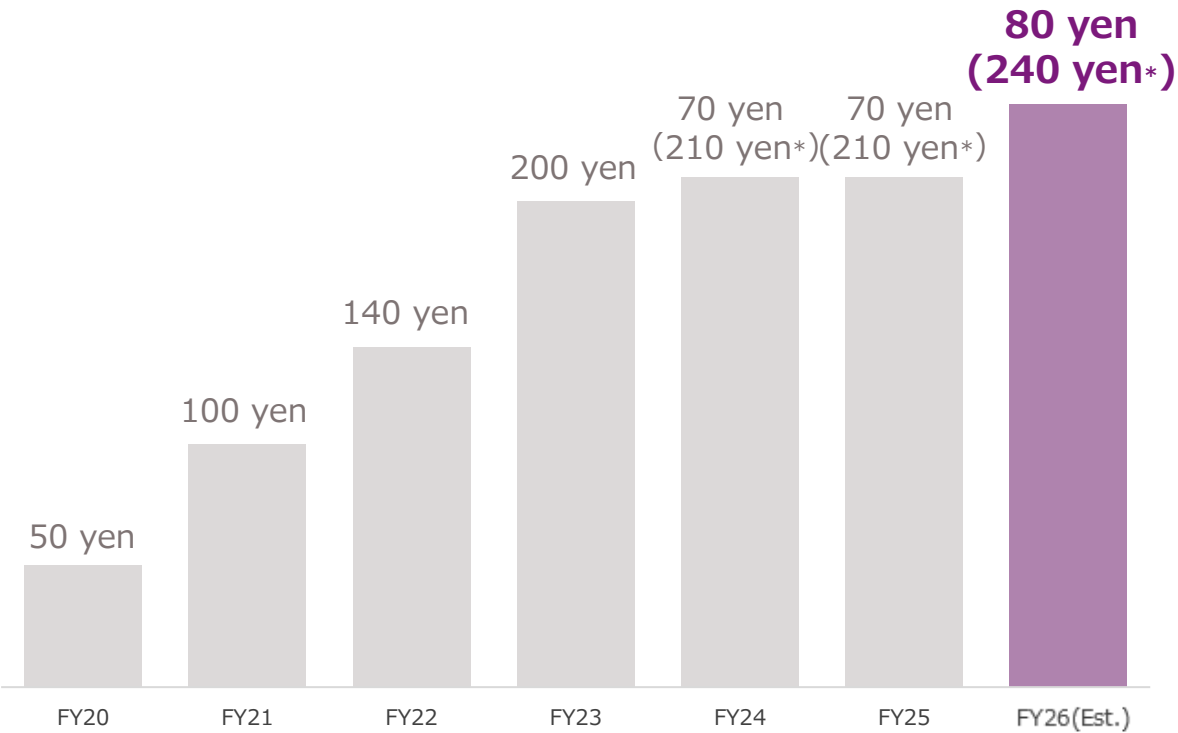
Shareholder Return

Shareholder Return Policy

Total Payout Ratio **40-50%**

DOE **5%**

Annual Dividend per Share



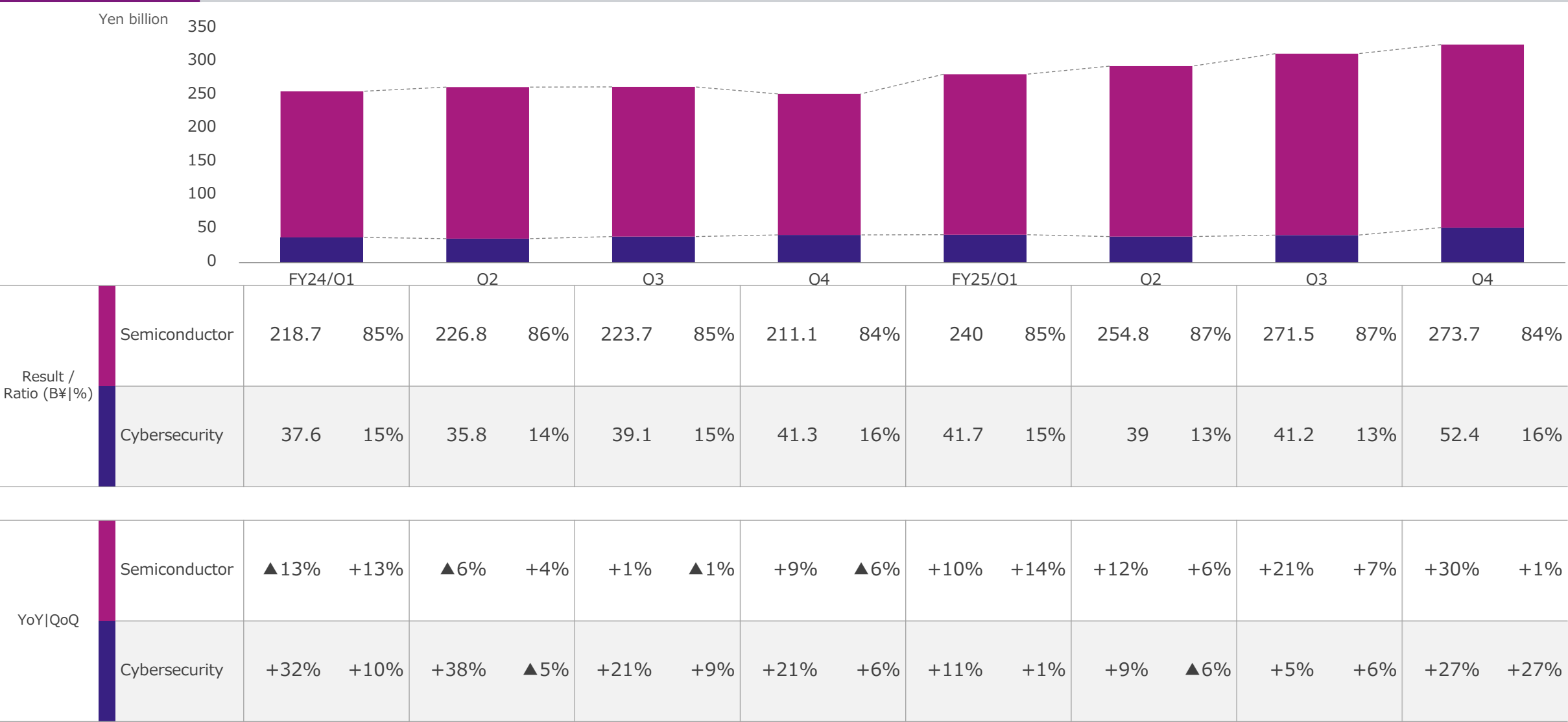
*Annual dividend per share figures have been converted to pre-split equivalents.

03. Appendix

① Quarterly Results

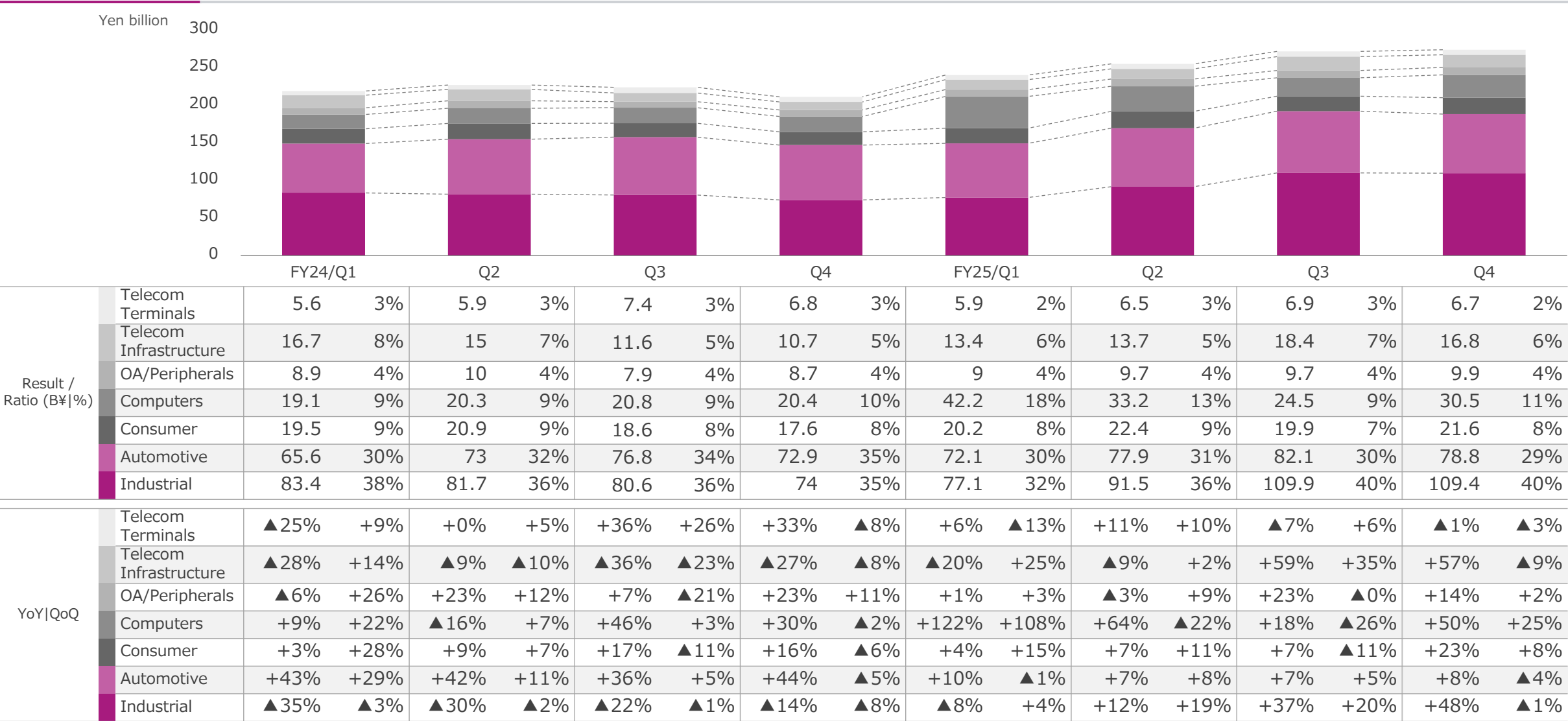
03. Appendix

Quarterly Net Sales by Segment



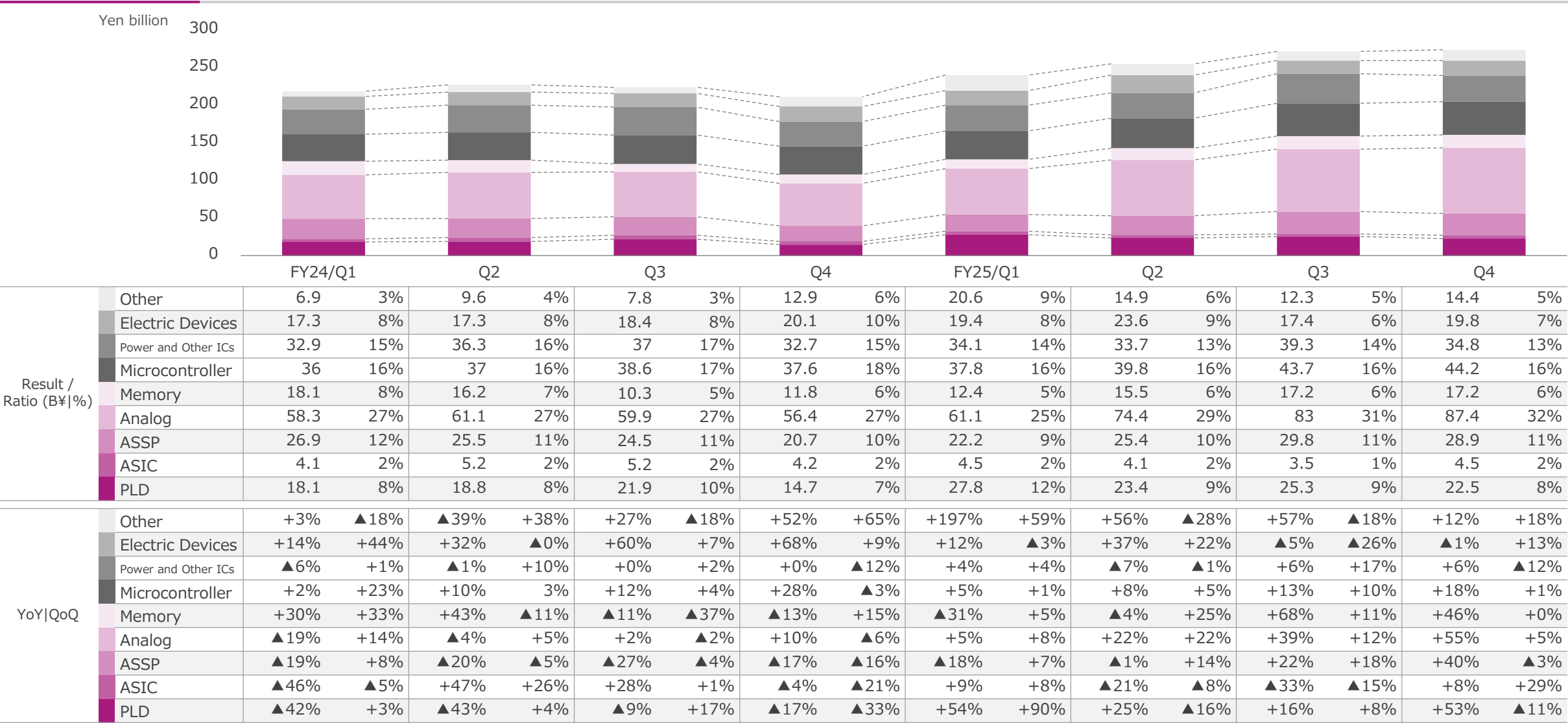
03. Appendix

Quarterly Semiconductor Segment by Application: Net Sales



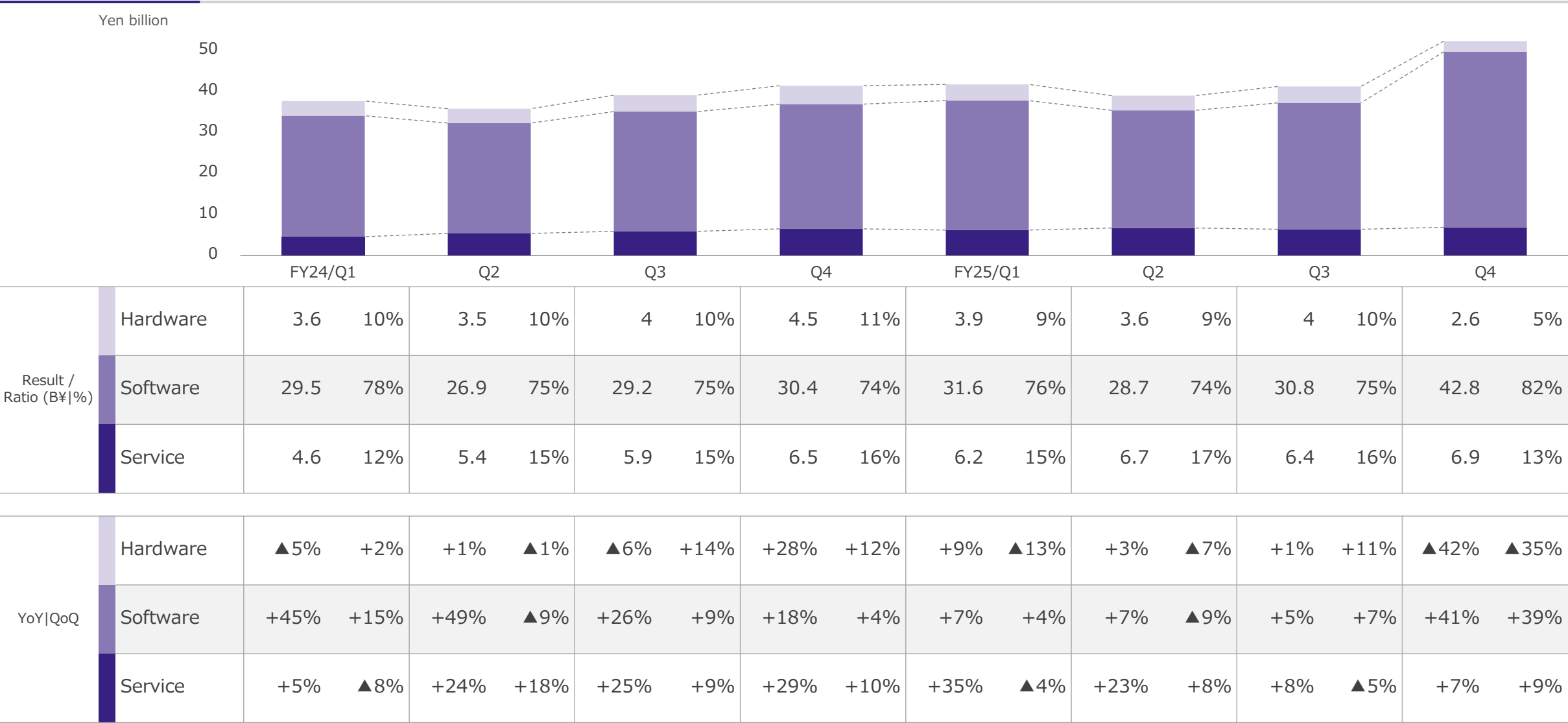
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Quarterly Semiconductor Segment by Product: Net Sales



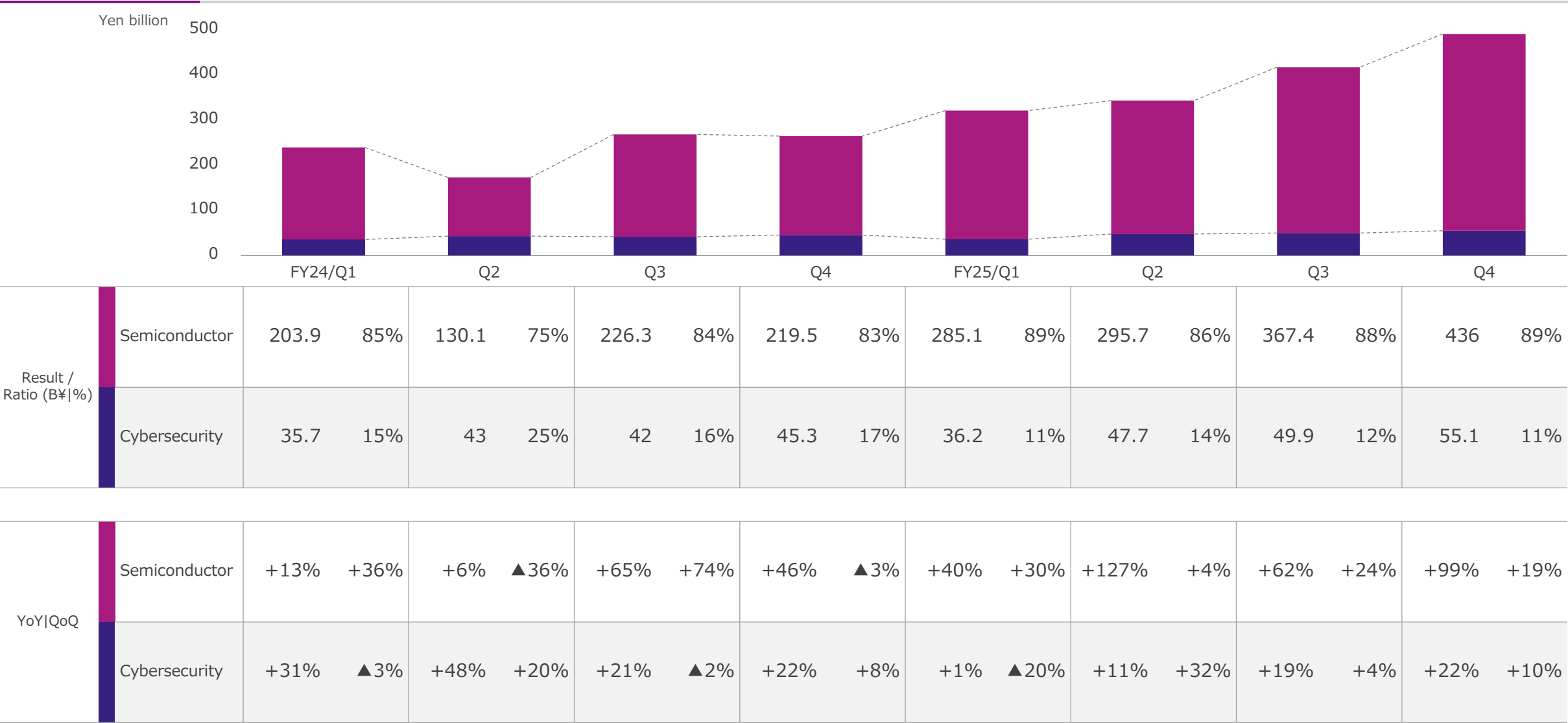
03. Appendix

Quarterly Cybersecurity Segment by Product: Net Sales



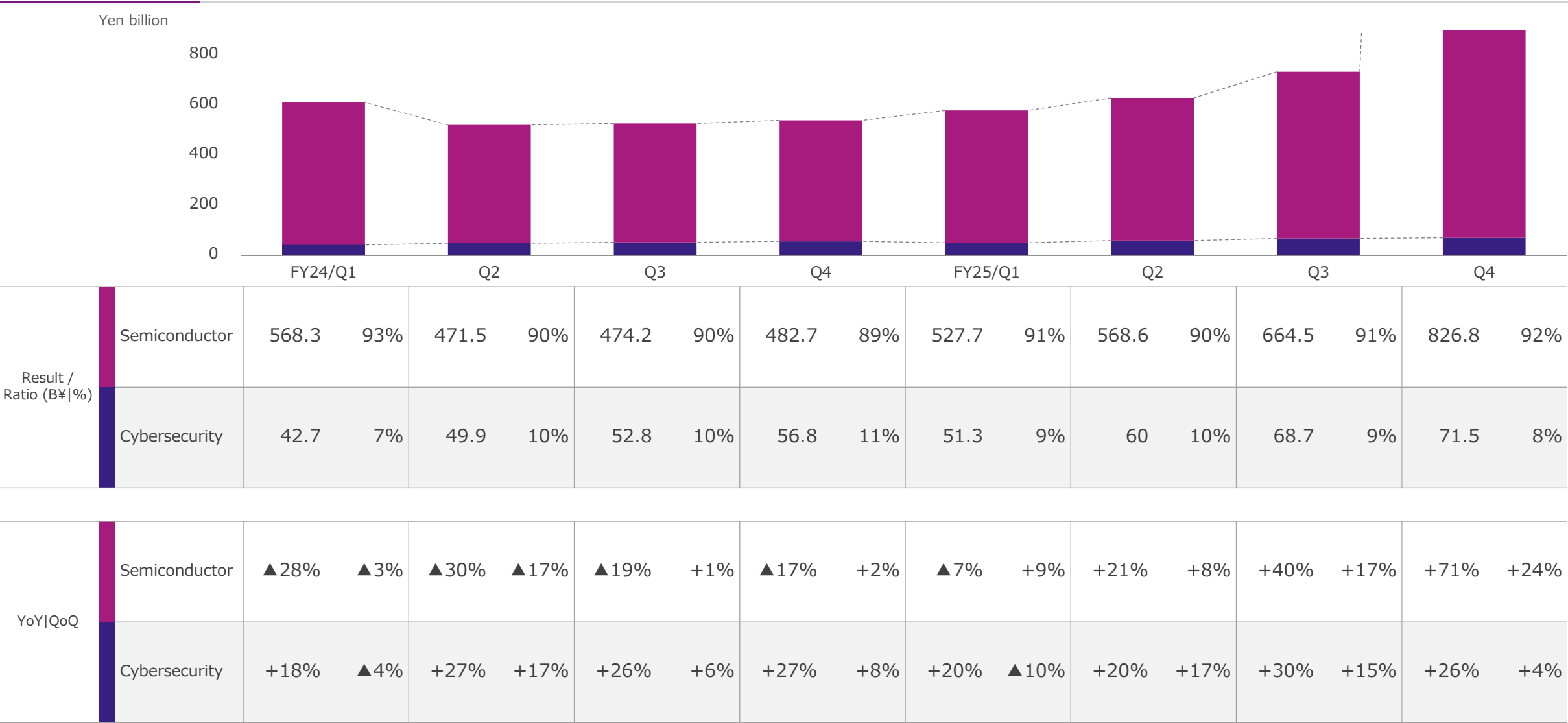
03. Appendix

Quarterly Orders Received by Segment



03. Appendix

Quarterly Order Backlog by Segment



macnica