

Financial Summary

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Operating Results (Million yen)										
Net sales	405,315	398,503	504,085	524,235	521,193	553,962	761,823	1,029,263	1,028,718	1,034,180
Gross income	44,287	46,269	56,094	61,061	59,891	64,835	90,718	125,903	129,617	121,252
Operating income	9,729	10,473	15,163	15,324	14,447	18,769	36,707	61,646	63,733	39,649
Operating income margin	2.4%	2.6%	3.0%	2.9%	2.8%	3.4%	4.8%	6.0%	6.2%	3.8%
Ordinary income	10,176	9,635	14,937	13,101	11,072	16,399	35,487	56,832	61,966	37,318
Net income attributable to owners of parent	7,285	6,534	11,412	8,883	5,633	10,875	25,798	41,030	48,069	25,279
Cash flows from operating activities	(1,208)	3,169	(28,595)	(30,173)	45,770	38,076	(15,534)	38,896	39,949	24,232
Cash flows from investing activities	(1,460)	(1,083)	(1,804)	(7,251)	(8,919)	(2,181)	(1,653)	(869)	(18,457)	(9,573)
Cash flows from financing activities	2,942	(8,322)	43,699	21,916	(35,797)	(26,189)	14,368	(27,100)	(23,014)	(4,229)
Financial Position (Million yen)										
Total assets	201,171	215,158	266,738	299,259	263,247	269,590	362,584	517,620	552,244	556,438
Net assets	107,620	104,769	128,213	135,399	135,551	146,010	179,764	207,762	256,420	261,477
Per Share Information*¹ (Yen)										
Net assets	603.51	626.22	669.97	705.32	713.87	763.19	911.52	1,099.75	1,357.63	1,414.76
Net income	41.57 ^{*2}	38.10 ^{*2}	68.69	47.34	30.05	58.46	138.30	221.63	264.88	140.93
Annual dividend	13.33	11.67	16.67	16.67	16.67	16.67	33.33	46.67	66.67	70.00
Key Financial Indicators (%)										
Equity ratio	52.6	47.9	47.1	44.2	50.2	52.7	46.9	38.6	44.2	45.4
Return on equity (ROE)	6.9	6.3	10.0	6.9	4.3	7.9	16.5	22.2	21.6	10.0
Dividend on equity ratio* ³ (DOE)	2.2	1.9	2.5	2.4	2.3	2.2	3.7	4.2	4.9	5.0
Total payout ratio	32.3	113.1	44.3	35.3	88.8	28.6	24.1	35.6	35.5	61.5

*1 The Company conducted a 3-for-1 stock split of common stock on October 1, 2024. Per share information (net assets, net income and annual dividend) is calculated on the assumption that the stock split was conducted at the beginning of FY2015.

*2 Diluted net income per share

*3 DOE = Total dividends paid during the year / Shareholders' equity (net assets less stock acquisition rights and non-controlling interests, as of the end of the period)

Non-Financial Summary

Social Data

	FY2022	FY2023	FY2024
Human Resources			
Number of consolidated employees (persons)	4,203	4,768	5,071
Number of consolidated employees Male/Female (%)	67%/33%	67%/33%	67%/33%
● Macnica, Inc. (Non-consolidated)			
Number of employees (persons)* ¹	2,454	2,661	2,845
Number of employees Male/Female (%)	71%/29%	71%/29%	72%/28%
Average years of service (years)	10.7	10.3	10.7
Average age (years)	38.9	38.6	38.9
Number of full-time employees hired (persons)	221	298	254
Number of full-time employees Male/Female (%)	67%/33%	77%/23%	80%/20%
Gender pay gap (full-time employees/temporary employees) (%)	Full-time: 63.2% Temporary: 47.6%	Full-time: 65.4% Temporary: 46.7%	Full-time: 67.3% Temporary: 51.2%
Gender pay gap (all employees) (%)	58.9%	60.8%	62.2%
Turnover rate of newly hired employees within 3 years (%)	20.0%	13.6%	11.9%
Ratio of new graduate and mid-career hires	30%/70%	31%/69%	32%/68%
New graduates/Mid-career (%)			
Full-time employee turnover rate (managers/non-managerial employees) (%)	Overall 4.5% Of which, managers/1.2% Of which, non-managerial employees/3.4%	Overall 4.29% Of which, managers/0.52% Of which, non-managerial employees/3.77%	Overall 4.38% Of which, managers/0.77% Of which, non-managerial employees/3.61%
Full-time employee turnover rate due to personal reasons (managers/non-managerial employees) (%)	Overall 4.3% Of which, managers/1.1% Of which, non-managerial employees/3.3%	Overall 3.12% Of which, managers/0.43% Of which, non-managerial employees/2.69%	Overall 3.20% Of which, managers/0.36% Of which, non-managerial employees/2.84%
Percentage of women in management positions (%)	5.2%	6.2%	8.8%
Total working hours (annual/average per person/hours)	1,851	1,827	1,821
Regular working hours (annual/average per person/hours)	1,823	1,800	1,800
Percentage of paid leave taken (%)	53%	75%	69%
Percentage of childcare leave taken Male/Female (%)	Male: 26%/ Female: 100%	Male: 61%/ Female: 152%	Male: 63%/ Female: 117%
Return to work rate of employees taking childcare leave Male/Female (%)	Male: 100%/ Female: 100%	Male: 100%/ Female: 100%	Male: 100%/ Female: 97.6%
Number of employees with shortened working hours for childcare (persons)	71	65	63
Percentage of employees with disabilities (%)** ²	2.30%	2.52%	2.60%
Employees with disabilities working at outside facility (persons)	0	0	0
Number of reemployed persons (Number of reemployed persons/Number of persons retiring at retirement age) (%)	11/12 (92%)	12/15 (80%)	26/28 (93%)
Number of temporary employees (persons)	232	235	202
Number of occupational accidents (absences due to accidents)	0	0	0
Number of occupational accidents (fatal accidents)	0	0	0
Health checkup participation rate (%)	88.3%	87.9%	89.2%
Stress check participation rate (%)	93.1%	91.2%	94.3%
Telework rate	65%	66%	64%
Telework eligibility rate** ³	100%	100%	100%

*1 Direct employees only.

*2 Figures are as of March 1, 2025.

*3 While differences in the frequency of use exist, teleworking has been available to all employees in principle since the COVID-19 pandemic.

Environmental Data

GHG Emissions (t-CO ₂)							
Item	Scope		Actual emissions (t-CO ₂)				
			FY2022 (base year)	FY2023	FY2024	Change from base year	Year-on-year change
Scope 1	Including overseas consolidated subsidiaries		752.20	896.95	162.08	-78.5%	-81.9%
Scope 2	Including overseas consolidated subsidiaries		1,544.56	1,193.69	1,291.85	-16.4%	+8.2%
Scope 3	①	Data calculated using the CDP Supply Chain Program for Category 1 products	—	1,567,341.03	1,231,878.24	—	-21.4%
	②	Using conventional input-output table	5,033,963.58	4,416,150.02	4,008,371.59	-20.4%	-9.2%
Total emissions	Total emissions from Scope 1 to 3 based on the above Scope 3 classifications	①	—	1,569,431.67	1,233,332.17	—	-21.4%
		②	5,036,260.34	4,418,240.66	4,009,825.52	-20.4%	-9.2%
Energy Consumption							
Total electricity consumption (global) (kWh)			5,931,598.41	6,340,172.49	6,761,539.25	+14.0%	+6.6%
Of the above, renewable energy used (kWh)			2,882,636.00	4,058,238.89	3,965,444.29	+37.6%	-2.3%
Renewable energy usage rate (%)			48.6%	64.0%	58.6%	+10.0 ppt	-5.4 ppt

* Figures for FY2023 and onwards have undergone third-party verification.

* The classification method of Scope 1 has been partially revised from FY2024.

* From FY2023, GHG emissions in Scope 3 Category 1 are calculated using the CDP Supply Chain Program, and the Scope 3 emissions calculated by this method are used as official data.

● GHG Emissions Metrics and Targets (Reference)

Metric	Base year	Target year	Target
Scope 1 and 2 reduction rate	FY2022	FY2030	-42.0%
		FY2050	-100%
Scope 3 reduction rate	FY2022	FY2030	-25.0%

Governance Data

Composition of Directors** ⁴	June 2023	June 2024	June 2025
Directors (Audit & Supervisory Board Members)			
Internal Directors (persons)	7	6	5
Outside Directors (persons)	4	6	6
Audit & Supervisory Committee Members	—	3 (2)	3 (2)
Figures in parentheses are outside members (persons)			
Percentage of Outside Directors (%)	36.4%	50.0%	54.5%
Percentage of female Directors (%)	9.1%	25.0%	18.2%
Audit & Supervisory Board Members	3 (2)	—	—
Figures in parentheses are outside members (persons)			
Percentage of Outside Audit & Supervisory Board Members (%)	66.7%	—	—

Activity** ⁵	FY2022	FY2023	FY2024
Board of Directors, Audit & Supervisory Committee (Audit & Supervisory Board), Nominating & Compensation Advisory Committee			
Number of meetings of the Board of Directors (times)	14	13	13
Board of Directors meeting attendance rate (%)	99.4%	100%	99.4%
Number of meetings of the Audit & Supervisory Board (times)	12	13	3
Audit & Supervisory Board meeting attendance rate (%)	100%	100%	100%
Number of meetings of the Audit & Supervisory Committee (times)	—	—	10
Audit & Supervisory Committee meeting attendance rate (%)	—	—	100%
Number of meetings of the Nominating & Compensation Advisory Committee (times)	6	6	7
Nominating & Compensation Advisory Committee meeting attendance rate (%)	100%	100%	100%

*4 Following approval at the 9th Annual General Meeting of Shareholders held on June 26, 2024, the Company has transitioned from a Company with an Audit & Supervisory Board to a Company with an Audit & Supervisory Committee. Data as of the end of June, are shown.

*5 Data as of the end of March, are shown.

Corporate Information

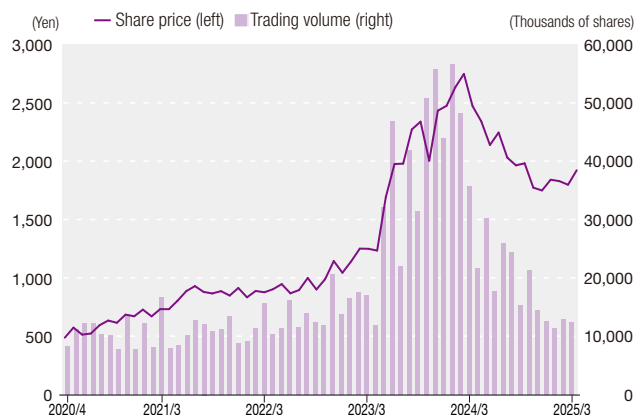
Company Overview (as of March 31, 2025)

Company Name	MACNICA HOLDINGS, INC.
Establishment	April 1, 2015
Capital	¥14.0 billion
Number of Consolidated Employees	5,071
Head Office Address	1-6-3 Shin-Yokohama, Kohoku-ku, Yokohama, Kanagawa, Japan
Business Activities	Business management of a company engaged in the import, export and sale of electronic components such as semiconductors and integrated circuits, and operations incidental or related thereto

Main Consolidated Subsidiaries

Macnica, Inc.
 Glosel Co., Ltd.
 MACNICA CYTECH LIMITED
 MACNICA CYTECH PTE. LTD.
 MACNICA GALAXY INC.
 MACNICA ANSTEK INC.
 MACNICA CHUNGJU CO., LTD.
 MACNICA CYTECH (THAILAND) CO., LTD.
 NAVYA MOBILITY SAS
 NETPOLEON SOLUTIONS PTE LTD
 29 other companies

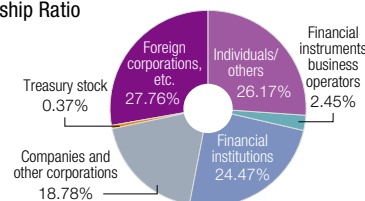
Share Price and Trading Volume



Share Information (as of March 31, 2025)

Listed Market	Tokyo Stock Exchange, Prime Market
Securities Code	3132
Total Number of Authorized Shares	600,000,000 shares
Total Number of Shares Issued	179,072,146 shares
Number of Shareholders	33,676

Shareholders by Ownership Ratio



Major Shareholders (Top 10)

Shareholder	Number of shares held (Thousands of shares)	Shares held (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	24,245	13.59
Kamiyama Foundation (General Incorporated Foundation)	18,000	10.09
Custody Bank of Japan, Ltd. (Trust Account)	11,973	6.71
Seeds Technology Inc.	10,500	5.89
Haruki Kamiyama	9,900	5.55
JP MORGAN CHASE BANK 380055 (Standing Proxy: Mizuho Bank, Ltd.)	7,320	4.10
Yuko Kamiyama	2,940	1.65
STATE STREET BANK AND TRUST COMPANY 505001 (Standing proxy: Mizuho Bank, Ltd.)	2,478	1.39
STATE STREET BANK AND TRUST COMPANY 505103 (Standing proxy: Mizuho Bank, Ltd.)	2,372	1.33
SMBC Trust Bank Ltd. (Sumitomo Mitsui Banking Corporation Retirement Benefit Trust Account)	2,128	1.19

Note: Shares held are calculated excluding treasury stock.

Total Shareholder Yield at the End of Each Year Indexed to the Year Ended March 31, 2020

	2021	2022	2023	2024	2025
Macnica	168.5%	208.2%	302.0%	590.5%	483.2%
TOPIX	142.1%	145.0%	153.4%	216.8%	213.4%

Sources and Descriptions

Charts/graphics created by Macnica based on Gartner research. Calculations performed by Macnica

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Source: Gartner®, Market Share: Semiconductor Distributors, Worldwide, 2024, Emerging Technologies & Trends Research Team, 3 March 2025, Revenue Basis.
 (For CY21) Gartner®, Market Share: Semiconductor Distributors, Worldwide, 2021, Masatsune Yamaji, 9 March 2022 (Archived Research. This research provides a historical snapshot in time.)
 (For CY22) Gartner®, Market Share: Semiconductor Distributors, Worldwide, 2022, Masatsune Yamaji, 10 March 2023 (Archived Research. This research provides a historical snapshot in time.)
 (For CY23) Gartner®, Market Share: Semiconductor Distributors, Worldwide, 2023, Masatsune Yamaji, 12 March 2024 (Archived Research. This research provides a historical snapshot in time.)

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Gartner®, Forecast: Semiconductors and Electronics, Worldwide, 2023-2029, 2Q25 Update, Rajeev Rajput, Jainendra Singh et al., 27 June 2025, Device Units Revenue basis
 Industrial = Industrial and Military/ Civil Aerospace Electronics, Automotive = Automotive Electronics, Communication = Communication Electronics, Consumer = Consumer Electronics, Server/ PC, etc. = Data Processing Electronics

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Gartner®, Forecast: Information Security, Worldwide, 2023-2029, 2Q25 Update, Shailendra Upadhyay, Rahul Yadav et al., 24 June 2025
 Information Security = Network Security, Security Software, Japan = Japan (Region), Asia/Pacific = Mature Asia/Pacific + Emerging Asia/Pacific, End-User Spending Constant Currency basis

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Message from the LIMITLESS 2025 Project Team



List of the LIMITLESS 2025 Project Team Members

Management Planning Group

- 1 Daijiro Mano
- 2 Tomoisa Arai
- 3 Toshihiro Koga
- 4 Sho Shiozawa
- 5 Yuya Takahashi

Board of Directors Office

- 6 Tomohisa Asano

Corporate Branding Group

- 7 Riki Nakade

Financial Group

- 8 Chiori Toyama

Information Technology Group

- 9 Takuya Ishida

Human Resources Group

- 10 Gaku Ito

Governance & Risk Management Group

- 11 Kotaro Shimura

Business Operations Group

- 12 Keiko Yoshida
- 13 Chiharu Yano

Quality & Environment Operations Group

- 14 Hiroshi Maeda

Sales & Operations Planning Department

- 15 Bolun Zhang

Clavis Company

- 16 Yoji Kaneko

Finesse Company

- 17 Kenji Okawa

TecStar Company

- 18 Shohei Yamaguchi

Altima Company

- 19 Kota Shiozaki

Networks Company

- 20 Satoshi Otaki
- 21 Eiji Hadano

New Business Group

- 22 Satoshi Yamada

Strategic Innovation Business Group

- 23 Haruna Sanjoba

MACNICA CYTECH

- 24 Sam Fong
- 25 Jacky Ho

MACNICA GALAXY

- 26 Ted Su

NETPOLEON SOLUTIONS

- 27 Dede Nurmansya

To Convey Certainty for Vision 2030

Macnica has continued to be committed to being the first to purchase cutting-edge technology and the first to implement it in society. Our approach is that we are committed to the instance of the “Now” while envisioning the future.

LIMITLESS 2025 was created based on the concept of “Envisioning the Future, Creating the Now” in order to create a sense of confidence and conviction, or “certainty,” aimed at realizing Vision 2030. The Medium-Term Management Plan that began in FY2025 is part of our efforts to create the “Now.”

In order to give shape to this idea, we returned to the question, “Why are we able to realize our vision?” through our work, and reexamined the source of our value creation. Through repeated discussions among project members, we arrived at a behavioral habit that we unconsciously put into practice in our day-to-day work: the Realization Cycle. This is rooted in our core values, which we have upheld since the past, and forms the foundation of Macnica’s value creation.

We will continue to take on the challenge of transforming ourselves into a Services & Solutions Company. We hope that this report will help readers to experience the people and culture of Macnica, which embodies the “LIMITLESS” approach, and to gain a feeling of the “certainty” of realizing Vision 2030.

