

Corporate Philosophy

Sowing **seeds** continuously under our feet

Purpose

Leading in an ever-changing world,
we seek technology and intelligence
beyond the cutting-edge,
while envisioning the future and creating the **‘Now.’**

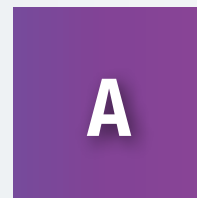
Core Values



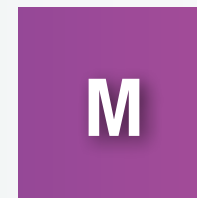
Trust



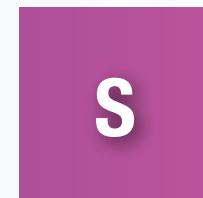
Excitement



Aggressiveness



Move



Stretch

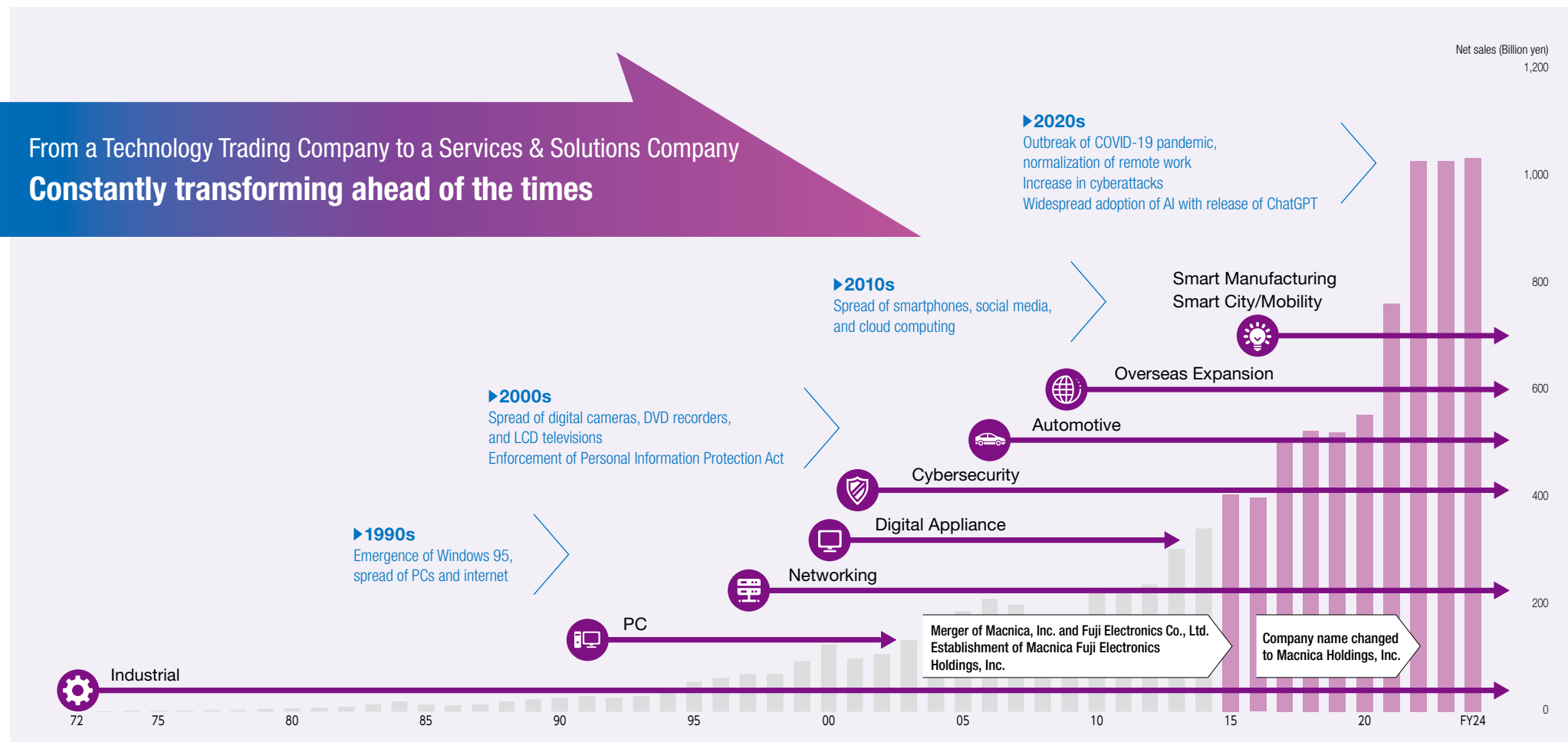


Vision 2030

We will evolve into a Services & Solutions Company and
create new value by connecting the technology and
knowledge of the world to build a prosperous future society

A History of Transformation and Embracing Challenges

From a Technology Trading Company to a Services & Solutions Company
Constantly transforming ahead of the times



1972
Macnica founded

Bringing the world's leading technologies to Japan

Bridging Japan and overseas

Providing quality support for ICs, IT devices, and software

Offering proposals and sales combining the latest technologies

Embracing change, anticipating new needs

A Technology Trading Company

To meet the needs of our customers, Macnica began by venturing into Silicon Valley, amassing cutting-edge technologies and expertise from around the world, and incorporating them into Japanese manufacturing. Recognizing the significant differences in language, culture, and business practice between Japan and overseas markets, Macnica worked to bridge these gaps, and through enabling the adoption of the latest technologies, we played a vital role in enhancing our customers' competitiveness and accelerating their growth.

Leveraging our keen eye for quality and our strong implementation capabilities, Macnica focused on providing robust technical support while driving technological evolution. As an industry pioneer, we established a new business model that prioritized technical support: the "Technology Trading Company."

A Services & Solutions Company

Macnica launched its evolution from a Technology Trading Company to a Services & Solutions Company. Significantly increasing our global presence, particularly in Asia, we transformed ourselves from a Japanese corporation to a truly world-spanning enterprise.

Macnica by the Numbers

The Macnica Group offers cutting-edge technologies, including semiconductors and Cybersecurity, in various countries and regions around the world. The figures below illustrate our current strengths as a Services & Solutions Company.

Macnica Group

As of March 31, 2025



Established

53 years
(Macnica, Inc.)



Number of consolidated employees

5,071



Engineer ratio

1/3



Number of customers

Over **26,000** companies



Suppliers

Over **330** companies



Global network

28 countries and regions
91 locations

Business Performance and Financial Indicators



Net sales

¥ **1,034.2** billion



ROE*¹

10.0 %



Equity ratio

45.4 %



Total payout ratio

61.5 %



OpenWork Ranking:
Companies Employees Find
Most Rewarding 2025*²

5th



World's Best Companies in
Sustainable Growth ranking
2025*³

317th

*¹ ROE = Net income attributable to owners of parent / equity (net assets less stock acquisition rights and non-controlling interests, at end of the period)

*² Announced by OpenWork Inc., which operates OpenWork, a career change and employment information platform. This evaluation pertains to Macnica, Inc.

*³ The World's Best Companies in Sustainable Growth 2025 ranking jointly published by *TIME* magazine and Statista

Envisioning the Future, Creating the Now

LIMITLESS 2025 introduces Macnica's vision for the future and the current initiatives aimed at realizing that vision, under the concept of "Envisioning the Future, Creating the Now." Macnica's vision for the future, as outlined in Vision 2030, is to be a Services & Solutions Company. This report focuses on our Medium-Term Management Plan, starting from FY2025, to make that vision a reality. It is our hope that this report will give you a clear understanding of the strength and potential of Macnica's future.

The Evolution of LIMITLESS

2025



Envisioning the Future, Creating the Now

Focusing on the Medium-Term Management Plan (FY2025 to FY2027), we provide a detailed explanation of our growth strategy and human resources, which are our unique strengths.

2024



An Introductory Guide to Macnica's Mechanism

Focusing on our Semiconductor and Cybersecurity* Businesses, we explore the structural strengths and growth potential of our businesses, as well as the corporate culture that supports them.

*Former Network Business

2023



Introducing Macnica

We explain our unique character by unraveling the value we create, the vision we aim to achieve, and the strengths of the people and teams who drive us forward. Professor Emeritus Kunio Ito of Hitotsubashi University contributed to this report.

Period Covered

FY2024 (April 1, 2024 to March 31, 2025)

*Some activities before March 2024 and after April 2025 are included.

Organizations Covered

MACNICA HOLDINGS, INC., Macnica, Inc., and its consolidated subsidiaries

*In this report, the above organizations are collectively referred to as "Macnica," unless otherwise indicated.

Future Outlook

The information contained in this report includes forward-looking statements regarding the performance of the Company and its Group companies. These statements do not guarantee future results and involve risks and uncertainties. Please note that future results may differ from our targets due to factors including changes in the business environment.

What We Wish to Convey in LIMITLESS 2025

01 | Medium-Term Management Plan (FY2025 to FY2027) >>> Strategy

The period of the Medium-Term Management Plan, starting from FY2025, will be a phase in which we will work to strengthen the expertise of our initiatives to date. The Strategy section describes the capital policy, strategies for each business, and efforts to enhance the management foundation of the Medium-Term Management Plan. It provides a detailed explanation of our strategies and initiatives to clarify concretely how we will realize Vision 2030.

02 | People and Organizations that Generate Value >>> Human Capital

Human capital is the source of our value creation. Our core values provide a foundation for the Company's unique practices (Realization Cycle), and for our employees with diverse qualities and characteristics to play active roles within the Company. This report presents the strengths and practices of our human resources in detail. This year's Integrated Report incorporates more diverse perspectives, with the addition of overseas members to the production team, and the lively discussions within the team are presented as employee round-table discussions. We hope that you will be able to get a feel for the daily work and values of our employees and learn more about Macnica's unique character and growth potential.

Simultaneous Release in English and Japanese!

Starting this year, we are simultaneously releasing both the Japanese and English versions of the Integrated Report to ensure fair disclosure for all stakeholders and promote consistent corporate activities across borders. We will continue to strive to enhance our corporate value while providing opportunities for dialogue so that more people can deepen their understanding of and trust in our company.

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About the cover

The semiconductors and other advanced technologies that Macnica handles are like seeds that contain the potential to change the world. This seed image has been incorporated into the cover and logo as a new visual identity.

