



90th
ANNIVERSARY

Sansha Electric Manufacturing has celebrated its 90th anniversary

Since we developed an arc power supply for a movie projector in 1933, we have been leading the power electronics industry by consistently working on power conversion and control. We will solve social issues by developing safe, secure, reliable products in accordance with our corporate philosophy which has remained unchanged since our founding:

**Make a continuous effort to create products that are sought
by society and contribute to the development of society
by providing products of better quality.**

Editorial policy

The SanRex Report is published as a tool for communicating with our stakeholders.

The SanRex Report includes the Sansha Electric Manufacturing Group's business models, the growth strategy for achieving the Global Power Solution Partner vision and sustainability initiatives. It is edited to enable stakeholders to understand the Group's medium- to long-term value creation story.

The point we would like to emphasize in particular is that while the value creation story in the preceding fiscal years was focused mainly on solutions to social issues, we set corporate culture as its starting point this fiscal year.

It is believed that we are in an era of volatility, uncertainty, complexity and ambiguity (VUCA), that is, it is an uncertain time where it is difficult to predict the future. In this environment, companies must be flexible and able to respond promptly to change.

In this report, we introduce the Sansha Electric Manufacturing Group's stances and initiatives, which it uses to move forward with a clear purpose (aim) while confronting unforeseen situations, with empathy for the purpose being the unifying force. We hope that readers will understand and accept our values and goals.

In compiling this report, we referred to the International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC), the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation from the Ministry of Economy, Trade and Industry of Japan, and the GRI Sustainability Reporting Guidelines (Standards).

We would appreciate it if you give us your frank opinions, which will be helpful for us in responding to the voices of more stakeholders.