

The background of the slide is a collage of images related to SanRex. It includes a smiling male employee in a white shirt with a red SanRex lanyard, a male employee in a light blue shirt working on a green circuit board, a female employee in a light blue shirt looking at a laptop, a male employee in a white shirt and hard hat working on a large electrical cabinet, and a close-up of a green circuit board with various components. The collage is composed of several overlapping diamond-shaped frames.

SanRex

Earnings Presentation

FY2025 2Q

(From April 1, 2025 to September 30, 2025)

November 12, 2025

SANSHA ELECTRIC MFG. CO., LTD.

(Tokyo Stock Exchange Standard Market 6882)

01

Company outline

02

Summary of Financial Results for the 2Q of FY2025

03

Forecast for FY2025 and Shareholder Returns

04

Appendix

01

Company outline

02

Summary of Financial Results for the 2Q of FY2025

03

Forecast for FY2025 and Shareholder Returns

04

Appendix

About us (As of Sep. 30, 2025)



Company Name	SANSHA ELECTRIC MANUFACTURING CO., LTD.
Headquarters location	3-1-56, Nishiawaji, Higashiyodogawa-ku, Osaka, Japan
Foundation	March,1933
Capital	2,774,277,500 Yen
Representative	Representative Director & President Hajimu Yoshimura
Number of employees	Consolidated 1,423
Branches and Sales Offices	Tokyo, Aichi, Fukuoka, Ishikawa, Finland, Korea,Taiwan
Plants	Shiga, Okayama
Consolidated subsidiaries	Domestic: 3 Overseas: 6
Number of shareholders	12,096

Our Business

Semiconductor Business

Power semiconductors, which are used in power supplies for controlling high current and voltage, rather than integrated circuit semiconductors.

Ranked 5th in global market share for the thyristor and diode module market.※ 1



Diode module

Power Supply Business

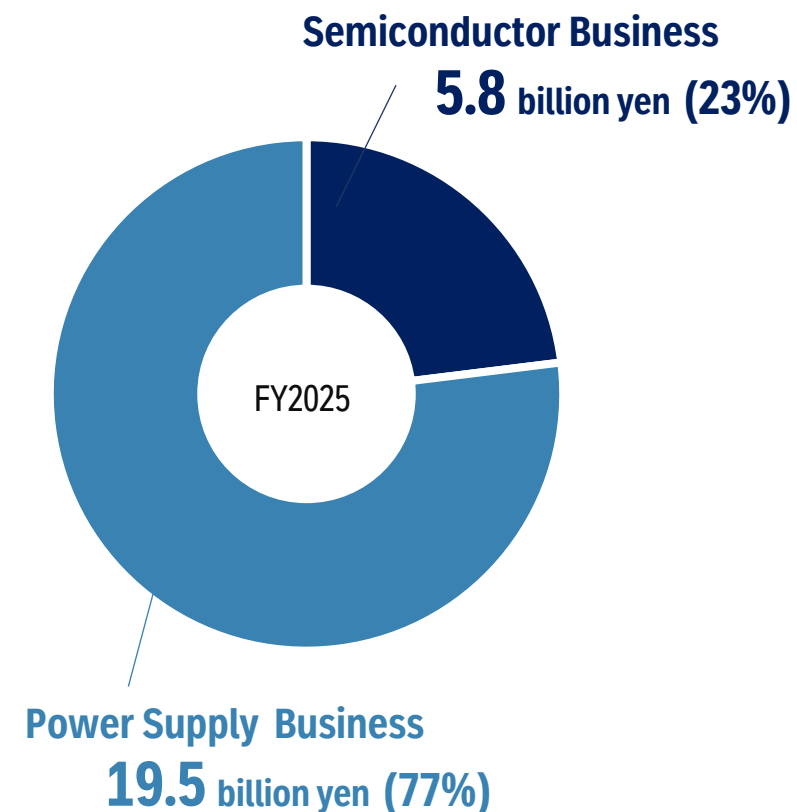
Various types of industrial power equipment supporting sectors such as environment and energy, as well as infrastructure and facilities.

Ranked No. 1 in domestic market share for power supplies used in surface treatment.※ 2



Power Supply for Surface Treatment

Sales Composition









※1 : OMDIA 「Annual Power Semiconductor Reports-2023」

※2 : Estimated by Sansha Electric Manufacturing Co., Ltd. on the basis of the Japan Surface Finishing Suppliers Association:2021 Dynamic Statistics of Power Supply Sales








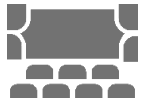




Products of Sansha Electric Manufacturing that Support Society

SanRex

Power Semiconductor

<p>Thyristors/Diodes/ SiCs</p>  <p>Manufacturing facilities</p>	<p>Thyristors/Diodes</p>  <p>Welding machines</p>	<p>Diodes</p>  <p>commercial air Conditioners/ Elevators</p>	<p>Diodes</p>  <p>Solar (PV) power generation</p>	<p>Diodes</p>  <p>Auxiliary power supplies for electric railway</p>	<p>Triacs</p>  <p>Home appliances</p>
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Power Supplies

<p>Power conditioners for fuel cells /for water electrolysis</p>  <p>New energy</p>	<p>Power supplies for testing and evaluation</p>  <p>Storage battery/ Power conditioners</p>	<p>Power supplies for surface treatment</p>  <p>Smartphones/ Automobiles</p>	<p>Welding machines</p>  <p>Automobiles/ships</p>	<p>Uninterruptible power supplies (UPS)</p>  <p>Electronic toll collection (ETC)/production facilities</p>	<p>Electric Power Regulators</p>  <p>Various furnaces</p>
<p>Power sources for copper foil generation</p>  <p>Lithium ion batteries</p>	<p>Power supplies for light sources</p>  <p>Movie theaters/ TV studios, halls</p>	<p>Power conditioners , for fuel cells</p>  <p>Fuel cells</p>	<p>Power supplies for ozone generation</p>  <p>Water supply and sewage facilities</p>	<p>Plasma ash melting power supplies</p>  <p>Waste disposal plants</p>	<p>Small power supplies</p>  <p>ATMs/Medical equipment</p>

01

Company outline

02

Summary of Financial Results for the 2Q of FY2025

03

Forecast for FY2025 and Shareholder Returns

04

Appendix

FY2025 2Q Consolidated Financial Summary

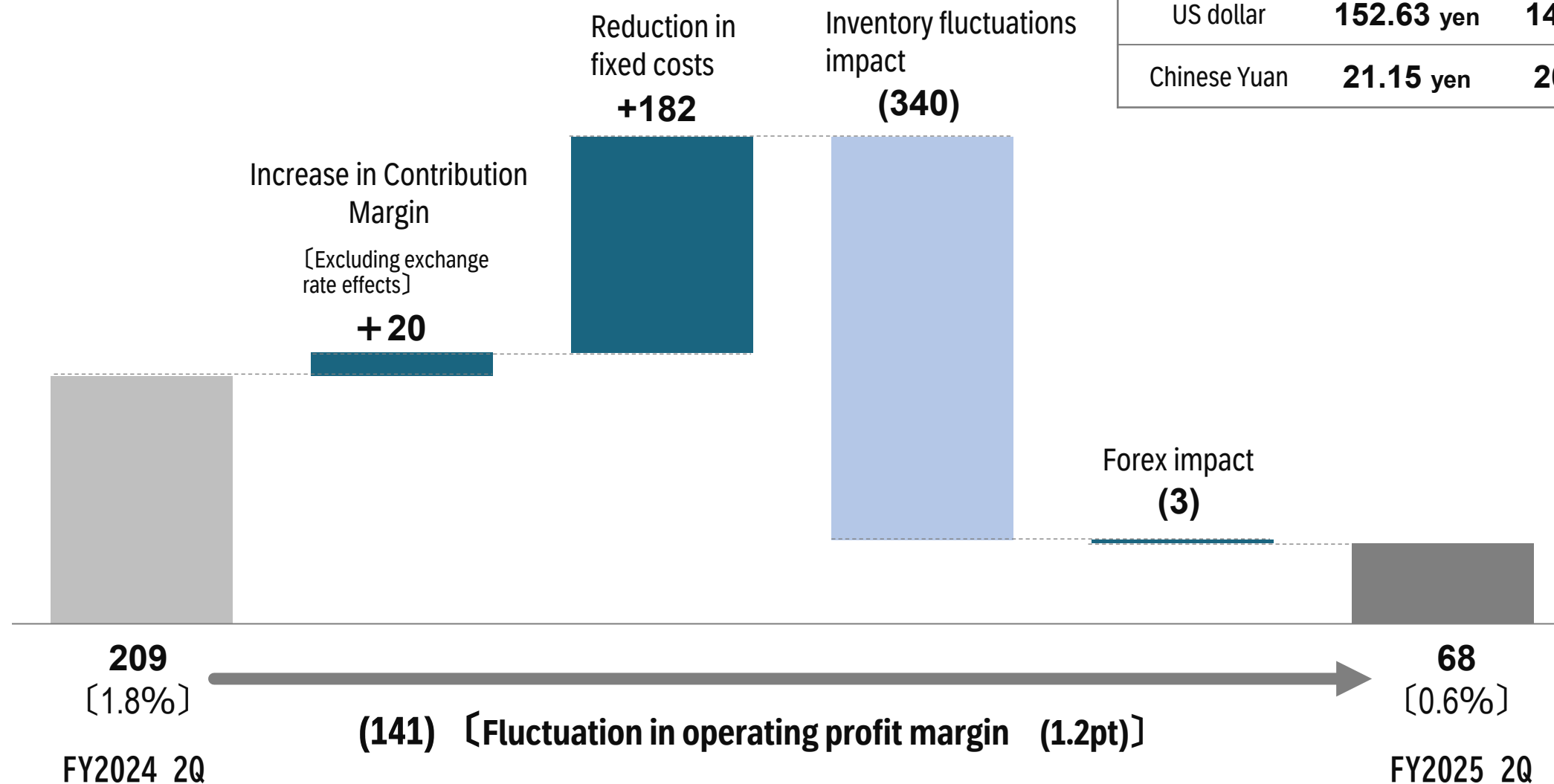
- Capital investment, mainly in industrial equipment, has become more cautious, and the recovery has been slow.
- In the second year of the medium-term management plan “CF26,” we are promoting new product development and strengthening co-creation with other companies, but it will take time for these efforts to be reflected in our business performance.

(million yen)	FY2024 2Q	FY2025 2Q	YoY	
			Increase/Decrease	Percentage change
Net sales	11,628	11,626	(2)	(0.0%)
Operating profit	209	68	(141)	(67.4%)
Operating profit margin	1.8%	0.6%		
Ordinary profit	323	70	(252)	(78.2%)
Profit attributable to owners of parent	126	(29)	(156)	—
Earnings per share (yen)	9.55	(2.24)	(11.79)	—
Capital investment	1,247	691	(556)	(44.6%)
Depreciation	442	504	+61	+14.0%
Research and development expenses	801	732	(68)	(8.5%)

Analysis of Changes in Consolidated Operating Profit (YoY)

Unit : Million Yen

exchange rate	FY2024 2Q	FY2025 2Q
US dollar	152.63 yen	146.04 yen
Chinese Yuan	21.15 yen	20.30 yen



Cash flows

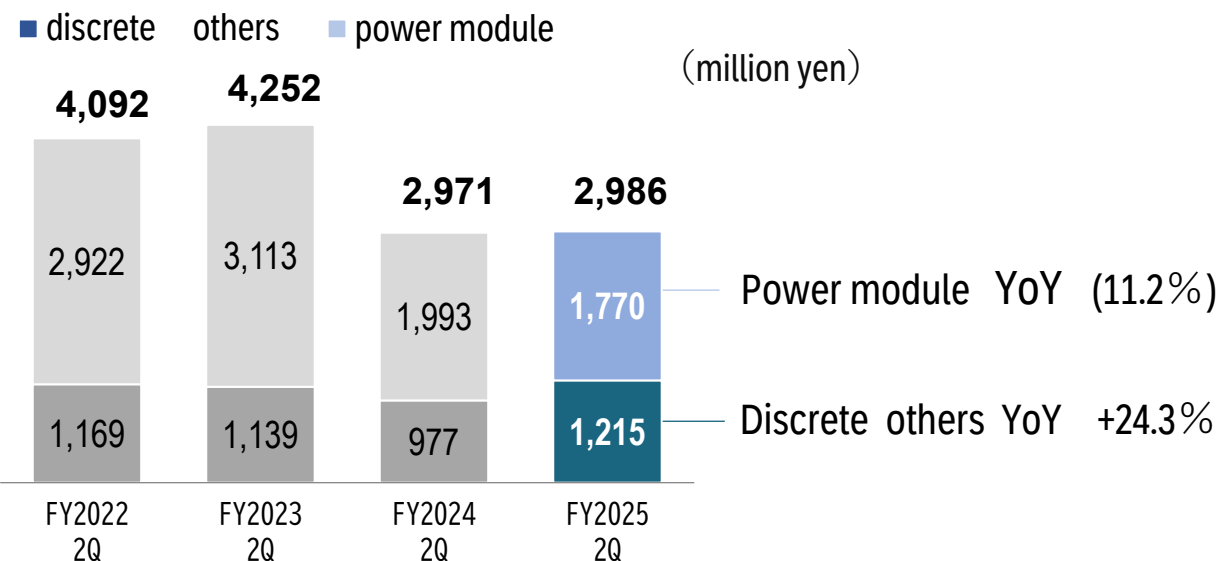
(million yen)	FY2024 2Q	FY2025 2Q	YoY	Factors driving the change
Net cash provided by (used in) operating activities	1,616	1,762	+ 146	Pre-depreciation profit decreased, but operating cash flow increased due to corporate tax refunds.
Net cash provided by (used in) investing activities	(1,224)	(159)	+ 1,065	Increase due to a decline in capital investment
Free Cash Flow	392	1,603	+ 1,211	
Net cash provided by (used in) financing activities	(406)	(1,147)	△ 741	Decrease due to repayment of bank borrowings
Cash and cash equivalents at end of period	5,709	6,220	+ 511	

Results by Segment (Semiconductor Business)

Net sales

YoY **+14 million yen** **+0.5%**

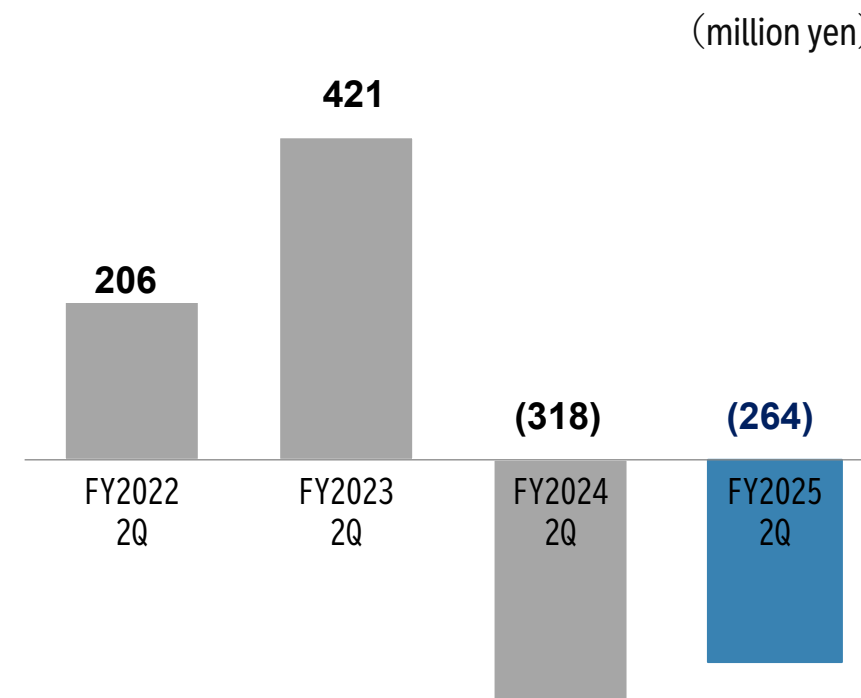
- Sales of modules for industrial (inverter) and real estate-related applications were sluggish.
- Sales of chips for specific customers increased.
- Developed a 1700V-rated SiC MOSFET discrete device capable of handling even higher-power applications compared to existing SiC products.



Operating profit

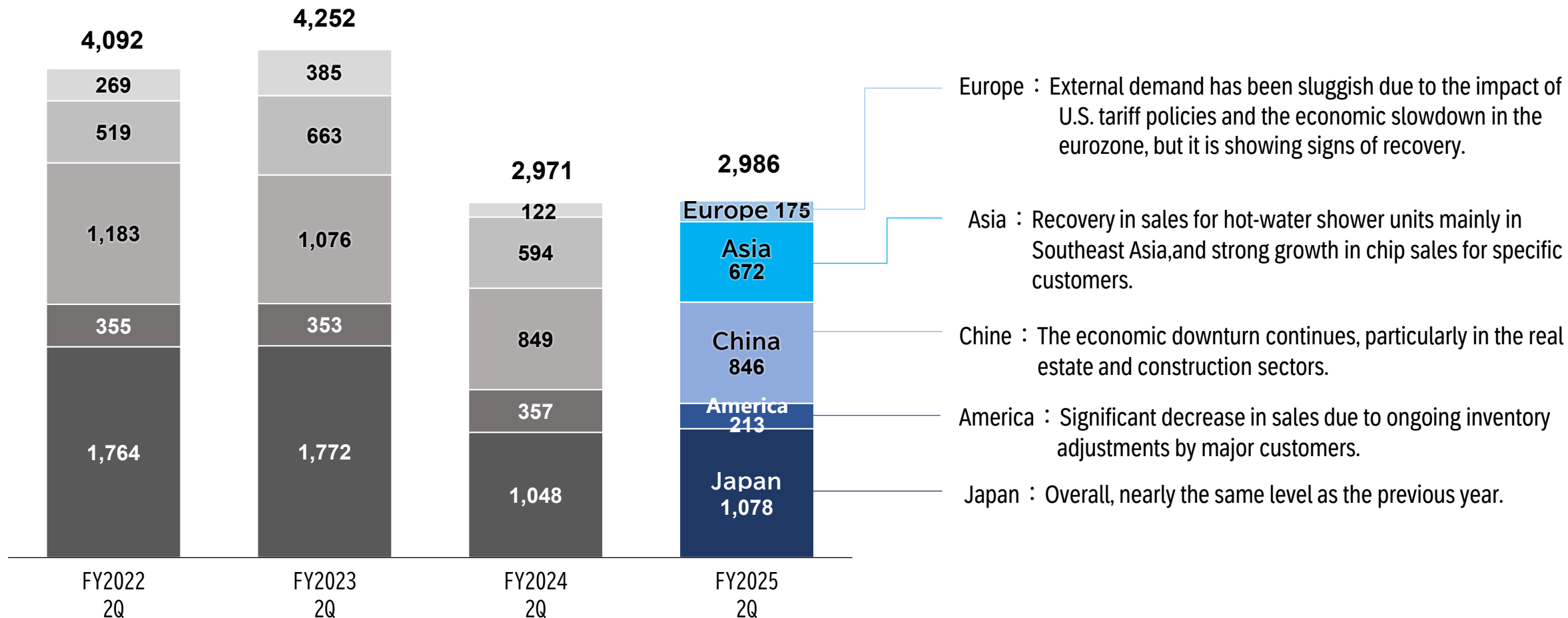
YoY **+53 million yen** **(—)**

Improved from the same period of the previous year due to a reduction in process loss costs.



Semiconductor sales by region (by location of sales destination)

(million yen)

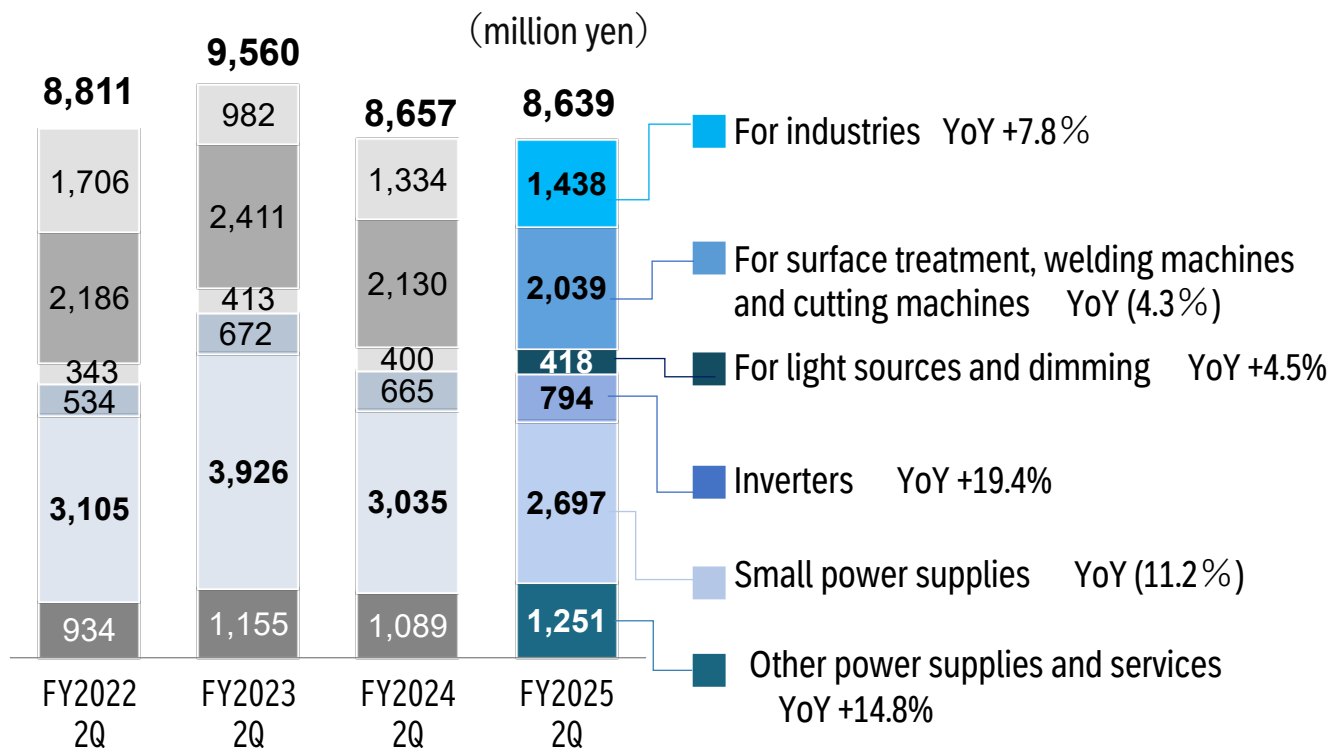


Results by Segment (Power Supply Business)

Net sales

YoY (17 million yen) (0.2%)

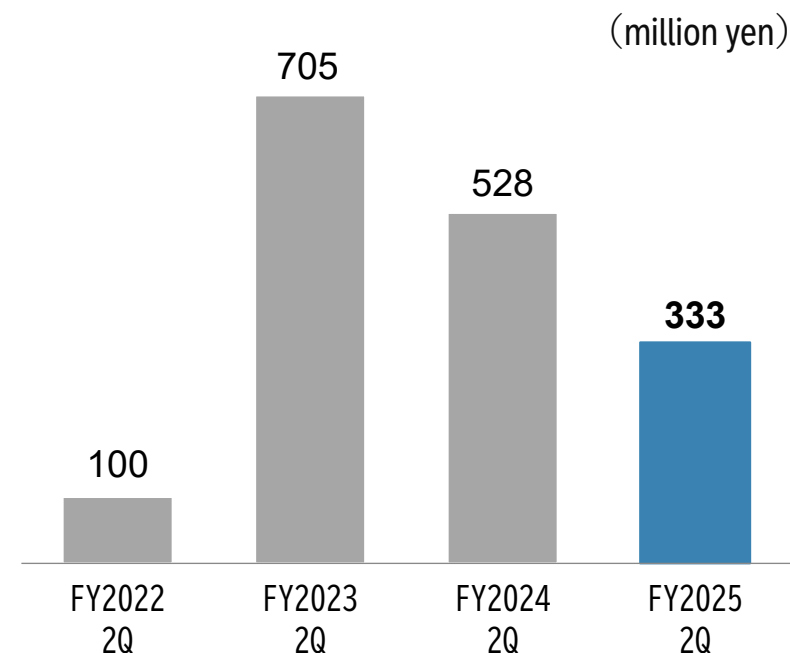
- Sales growth in the inverter field, including uninterruptible power supplies and fuel cell power conditioners, as well as large DC power supplies for material processing and other applications.
- Sales of high-precision surface treatment power supplies for substrates and compact embedded power supplies were sluggish.



Operating profit

YoY (194 million yen) (36.9%)

In addition to higher material costs compared to the same period last year, profit declined due to the impact of inventory fluctuations.



Consolidated balance sheets

(million yen)	End of FY2024	FY2025 2Q	Increase/Decrease	Factors driving the change	
Total assets	33,571	33,214	(357)		
Current assets	24,900	23,859	(1,041)	Cash and Cash Equivalents Notes Receivable / Accounts Receivable / Electronically Recorded Monetary Claims Inventories	+ 467 (1,599) + 597
Non-current assets	8,671	9,354	+ 683	Property, plant and equipment Intangible assets Investments and other assets	+ 627 (38) + 94
Total liabilities	9,230	9,219	(10)		
Current liabilities	8,691	8,597	(94)	Notes payable and accounts payable Short-term borrowings	+ 351 (800)
Non-current liabilities	538	622	+ 84	lease liability	+ 100
Total net assets	24,341	23,994	(346)	Retained earnings	(433)
Total liabilities and net assets	33,571	33,214	(357)		

01

Company outline

02

Summary of Financial Results for the 2Q of FY2025

03

Forecast for FY2025 and Shareholder Returns

04

Appendix

Medium-term management plan (2024 to 2026)

Basic policy

The period of the CF26 medium-term management plan (2024 to 2026) is positioned as three years of managerial reforms to become the Global Power Solution Partner to achieve a return on equity (ROE) of 10% or higher. We aim to achieve the growth of our business and the improvement of profitability through strategic investments and investments in intangible assets.

Business growth

- | | |
|------------------------|--|
| Semiconductor Business | <ul style="list-style-type: none">● Focusing efforts on sales in the infrastructure● Enhancement of SiC products and global expansion● Improving profit margins through automation initiatives |
| Power Supply Business | <ul style="list-style-type: none">● Global expansion of power supplies for surface treatment and market development through compact power supplies● Strengthening collaboration with capital and business alliance partners● Streamlining through Design Revisions and Standardization of Components |

Investing in intangible assets and reducing the cost of capital

- Promoting sustainability and reforming the organizational climate stabilization Technologies
- Inventory Optimization
- Maximizing the use of investment capital

Numerical targets (FY2026) Unit: 100 million yen

Net sales	330
Operating profit	22
Ordinary profit	22
Profit attributable to owners of parent	15
ROE	6.2%

CO₂ Emissions reduction target (FY2030)

(46%) (Compared to FY2013)

Target number of female managers (FY2030)

10people 11%

(Actual number as of the end of March 2025: 5 people 5.4%)

What we aspire to be (FY2033)

Net sales
50billion yen

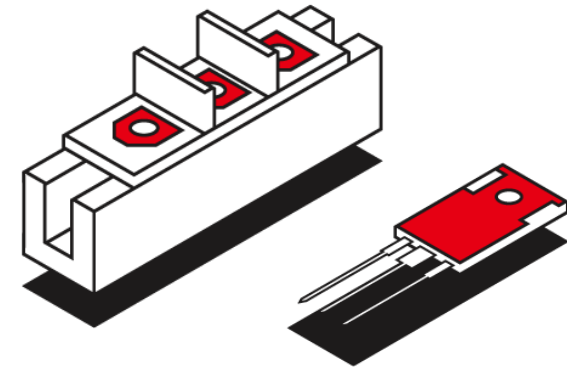
Operating profit margin
10% or more

ROE
10% or more

ROA
10% or more

Key Initiatives and Progress for FY2025

Semiconductor Business



Key Initiatives

01 Strengthening sales activities

- Exploring New Applications for SiC Products
- Strengthening sales in the inverter, renewable energy, telecommunications infrastructure, and servo markets

02 New Product Development

- Expansion of the SiC Product Lineup
- Model change for flagship products

03 Improved profit margin

- Equipment operation and establishment of an efficient production system

Key Initiatives in the First Half

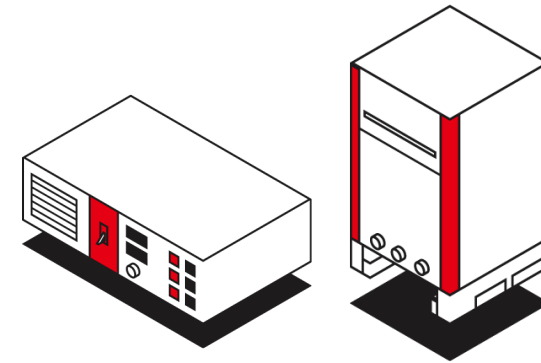
- Developing infrastructure markets (renewable energy, new energy, telecommunications, etc.).
- SiC products are expanding into new fields such as semiconductor manufacturing equipment, in addition to the induction heating equipment sector.
- Achieving cost reduction through process loss reduction and alternative material evaluation.
- Restructuring of the Quality Management System.

Key Initiatives for the Second Half

- Focusing on SiC and renewable energy to achieve order recovery and stable delivery times.
- Promoting Model Changes for Core Module Products.
- Promote material loss reduction, cost reduction, increased chip production, and early recovery of equipment investment to improve profit margins.

Key Initiatives and Progress for FY2025

Power Supply Business



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Key Initiatives

01 New Product Development

- Development of New Energy-Related Products
- Development of Overseas Models for Surface Treatment Power Supplies

02 Strengthening sales activities

- Developing Applications for Surface Treatment Power Supplies
- Expanding Sales of Test and Evaluation Power Supplies
- Strengthening Sales of Uninterruptible Power Supplies (UPS)

03 Service Enhancement

- Expanding Long-Term Maintenance Contract Orders
- Establishing a framework for the overseas expansion of maintenance services

04 Improved profit margin

- Standardization of Custom-Made Products
- Expansion of Inspection Equipment

Key Initiatives in the First Half

- We focused our efforts on proposing test and evaluation power supplies and secured new projects.
- Development of Overseas Model for Surface Treatment Power Supply Completed.
- Achieving reduced design man-hours through design standardization.
- Improving productivity through the launch of new equipment.

Key Initiatives for the Second Half

- New Energy (PCS), test and evaluation power supplies, surface treatment equipment, and UPS systems form the core of our strategy to drive order recovery.
- Sales activities for surface treatment power supplies overseas models commence.
- By standardizing designs and improving equipment utilization rates, we will shorten lead times, reduce material and process losses, and aim to increase orders and improve profit margins.

FY2025 Revision of full-year consolidated performance outlook

(million yen)	FY2024 Results	FY2025 Full Year Forecast	YoY	
			Increase/Decrease	Percentage change
Net sales	25,440	27,700	+2,259	+8.9%
Semiconductor	5,862	7,100	+1,237	+21.1%
Power supply	19,578	20,600	+1,021	+5.2%
Operating profit	1,073	1,200	+126	+11.8%
Operating profit margin	4.2%	4.3%		
Semiconductor	(731)	0	+731	—
Power supply	1,805	1,200	(605)	(33.5%)
Ordinary profit	1,180	1,200	+19	+1.6%
Profit attributable to owners of parent	502	840	+337	+67.1%
Operating profit/net sales (yen)	37.80	63.16	+25.36	+67.1%

Shareholder Returns

Basic Approach

- Profits generated from business activities are primarily retained as internal reserves and utilized for strengthening the business foundation and making growth investments.
- We will provide stable and continuous dividends, setting the annual dividend per share at the higher of either a **30%** payout ratio or **40** yen.

FY2024 dividends(forecast)

Interim dividends

per share

10 yen

Year-end dividend

per share

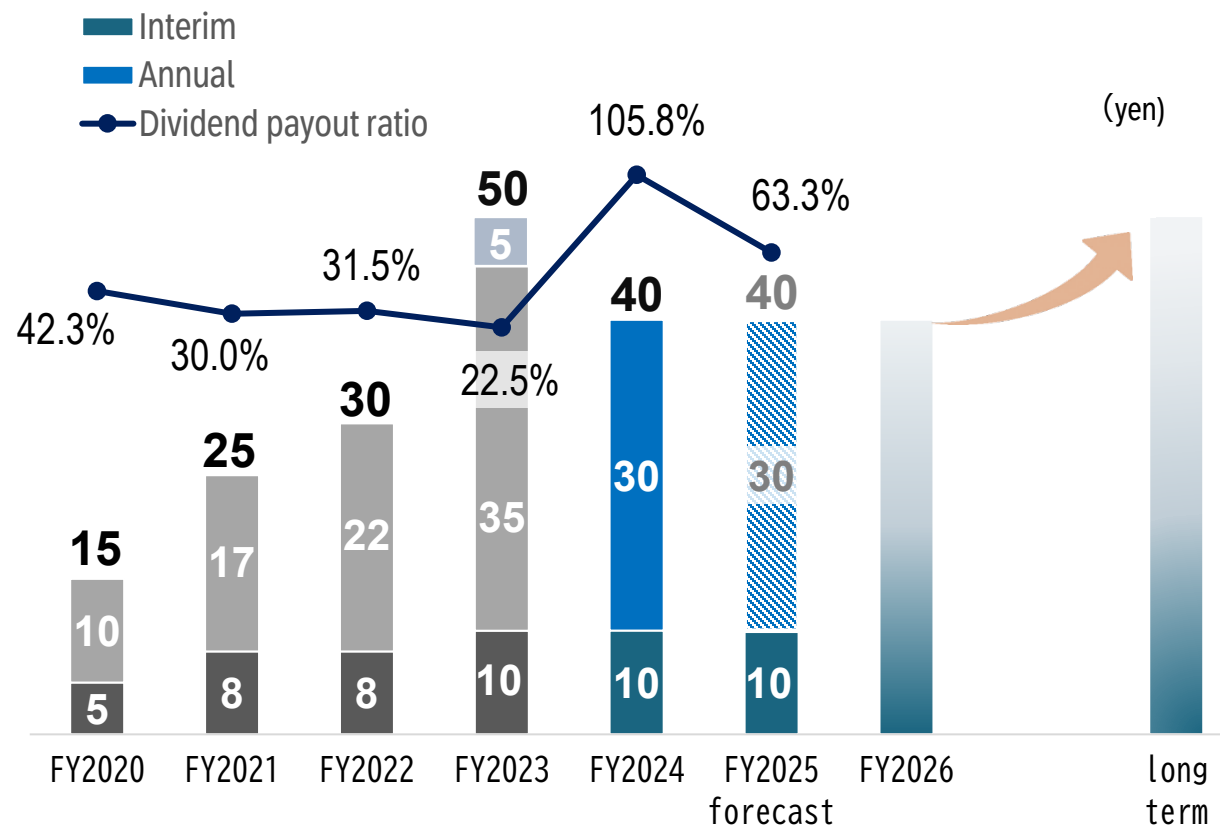
30 yen

Annual dividend

per share

40 yen

Dividend per share and dividend payout ratio



Notice: FY2023 includes a commemorative dividend of 5 yen for the 90th anniversary of the company's founding

01

Company outline

02

Summary of Financial Results for the 2Q of FY2025

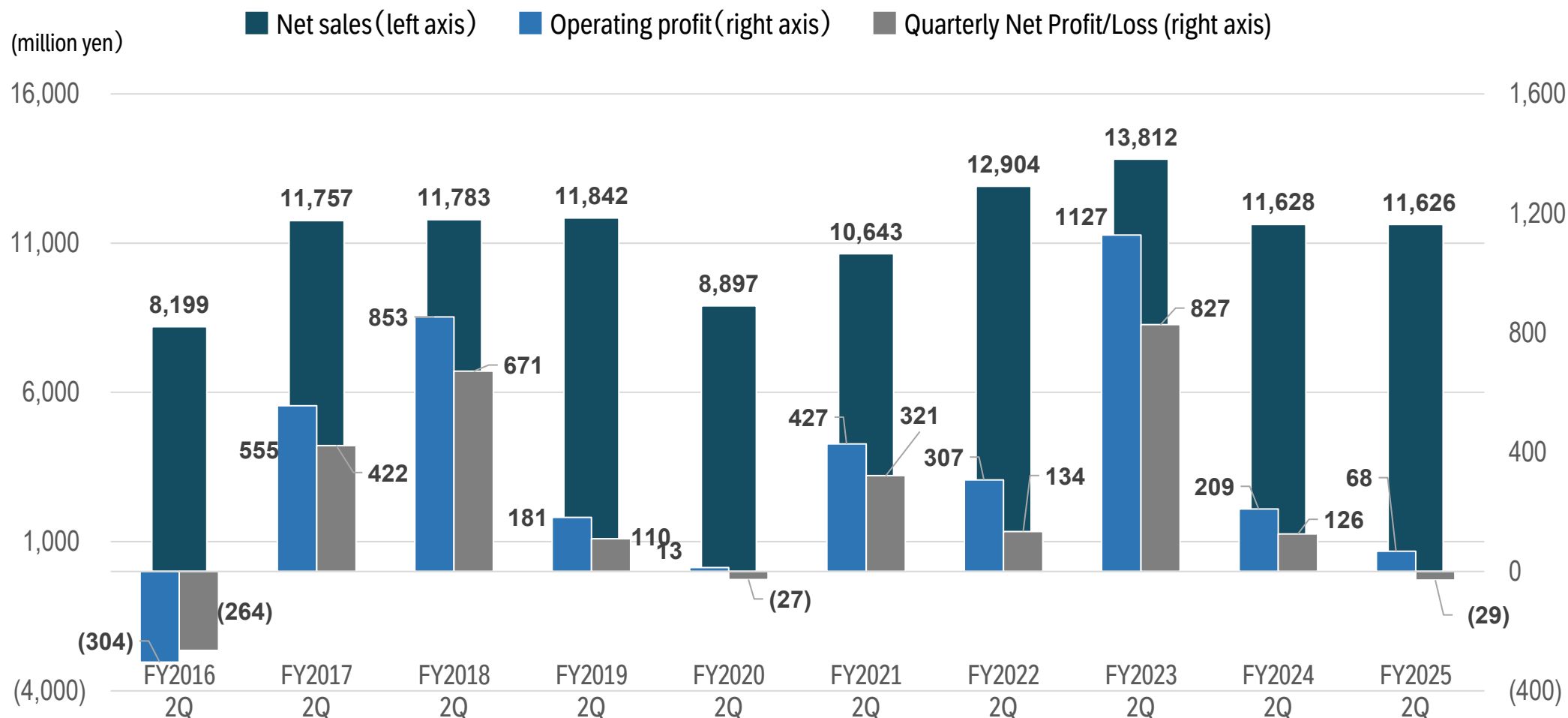
03

Forecast for FY2025 and Shareholder Returns

04

Appendix

Consolidated Financial Results

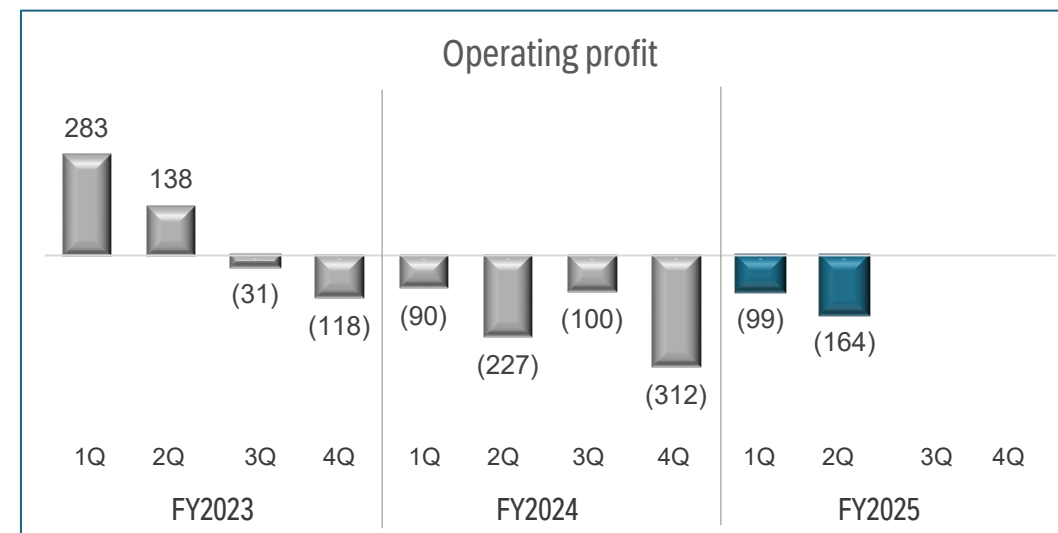
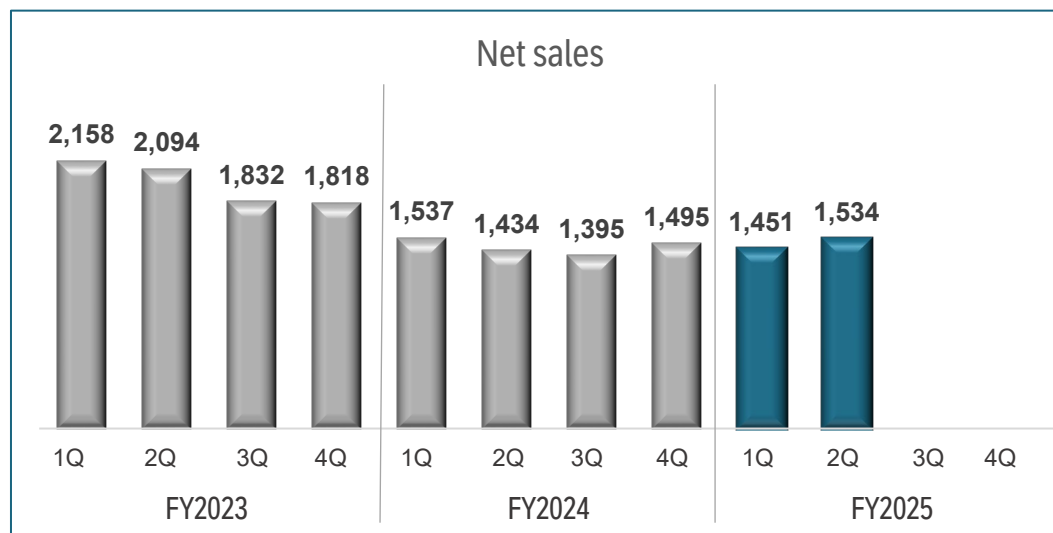


Consolidated Quarterly Results

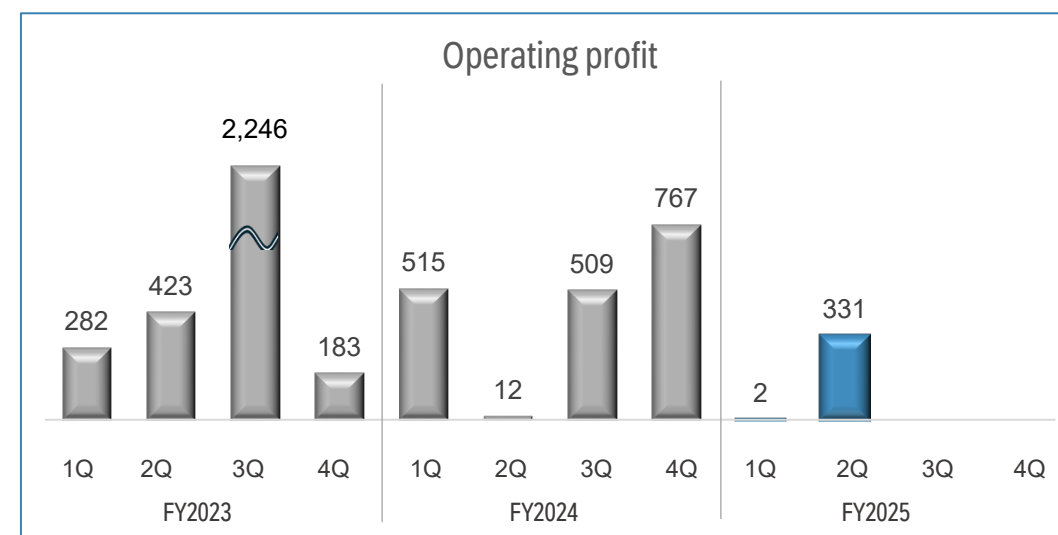
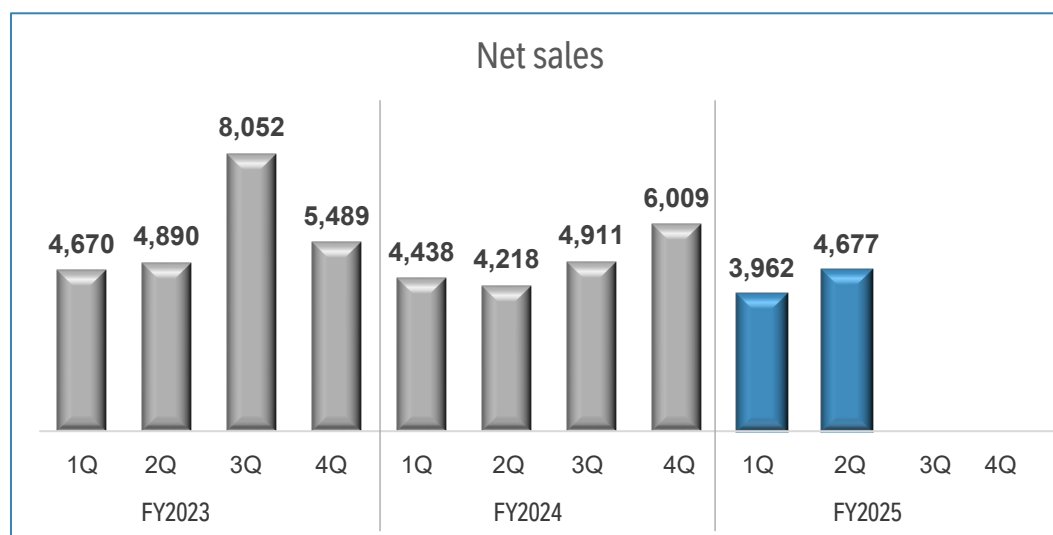
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(million yen)

Semiconductor Business



Power Supply Business



Notice

1. The future forecasts regarding performance and other matters included in the materials for this presentation are based on certain assumptions that the company deems reasonable, using information available at this time. Actual performance may differ from these forecasts due to various factors.
2. The materials for this presentation are intended for the purpose of providing information and do not constitute an invitation to trade the company's stock.
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