

# Our Business

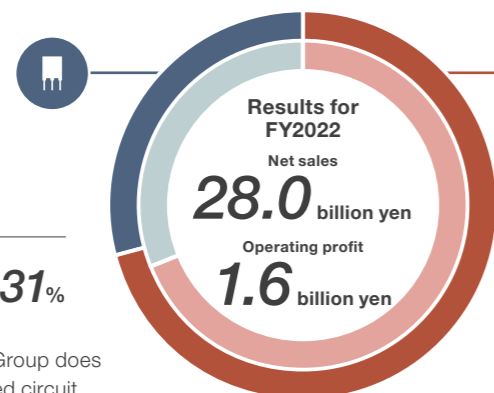
The Sansha Electric Manufacturing Group consists of Sansha Electric Manufacturing Co., Ltd. and nine subsidiaries. Our business activities include the development, manufacturing and sale of semiconductor devices and power supplies and also the provision of services related to each business.

## Power semiconductor business

Power modules/power discrete semiconductors/chips/other

**Composition**  
 Net sales (outer arc) **29%**    Operating profit (inner arc) **31%**

The Sansha Electric Manufacturing Group does not develop or manufacture integrated circuit semiconductors such as memory or microcomputers. Instead, it develops power semiconductors. These are used in many different kinds of power supplies for the conversion of high voltages or currents between direct current and alternating current, for controlling current and voltage and for other purposes. They are essential devices for improving power conversion efficiency and saving energy.



## Power supply business

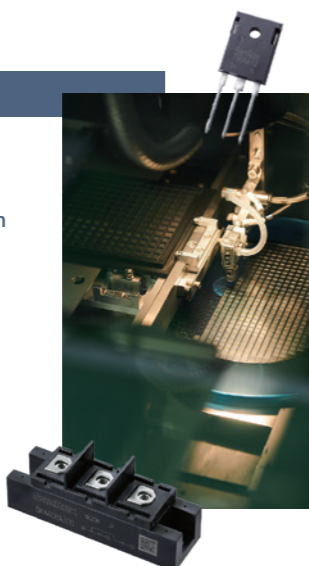
General industrial power supplies, power supplies for surface treatment, light sources and dimming, inverters, small embedded power supplies, and other power supplies

**Composition**  
 Net sales (outer arc) **71%**    Operating profit (inner arc) **69%**

We utilize technologies that freely transform and efficiently convert electricity to develop and manufacture a wide variety of power supplies supporting the environmental and energy sectors, the infrastructure and facility equipment sectors and entertainment-related sectors. Using power semiconductors, they efficiently supply stable electric power for a wide variety of applications, including everything from high to low electric power.

### Strengths and features

- 1 Independently developed power semiconductors with high voltage resistance, high current and low power loss characteristics
- 2 Packaging technologies for high reliability
- 3 Synergy with the power supply business



### Strengths and features

- 1 High-efficiency power conversion technology
- 2 Wide range of development from small custom-made to large industrial power supplies
- 3 Integrated production including development, design and manufacturing



**Third largest share of the global market of thyristor and diode modules**

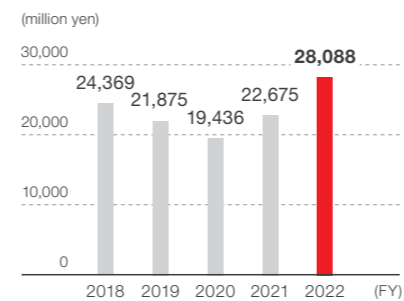
Source: Omdia, Annual Power Semiconductor Reports - 2021

**Largest share of the domestic market of power supplies for surface treatment**

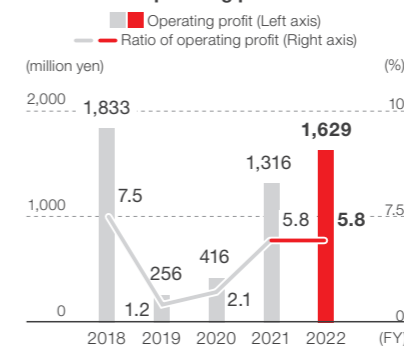
Note: Estimated by Sansha Electric Manufacturing Co., Ltd. on the basis of the Japan Surface Finishing Suppliers Association: 2021 Dynamic Statistics of Power Supply Sales

# Our Performance

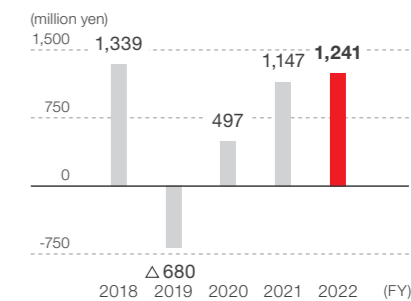
## Net sales



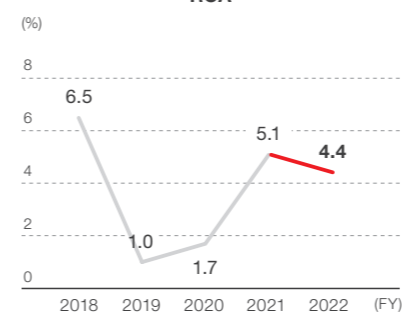
## Operating profit & ratio of operating profit



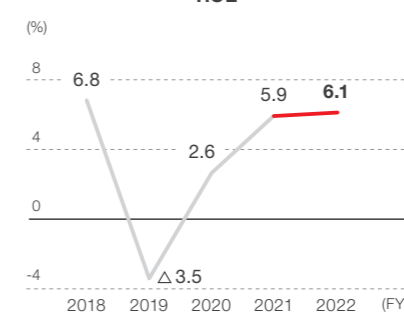
## Profit attributable to owners of parent



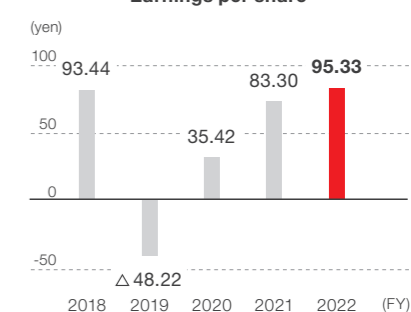
## ROA



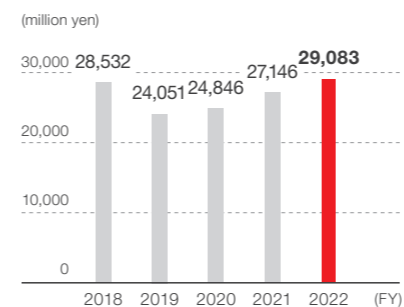
## ROE



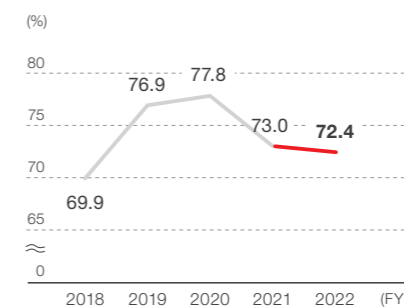
## Earnings per share



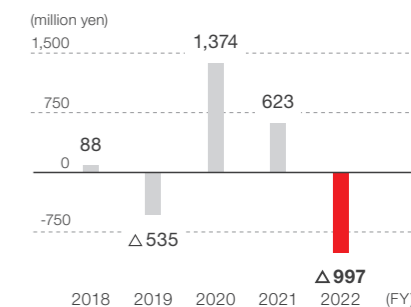
## Total assets



## Equity ratio



## Free cash flow



## COLUMN

### What does “transforming electricity flexibly and converting it efficiently” mean?

The electricity generated by power plants and other facilities cannot be used as it is. It must be transformed. There are roughly four different ways of transforming electricity. There is always a loss of electricity every time a power conversion occurs in the process from power generation at a power plant, through transmission lines and power supply circuits to the final operation of electric appliances by consumers. It is believed that improvements including the increase of conversion efficiency are necessary to reduce this power loss.

- 1 Converting direct current electricity to alternating current
- 2 Converting alternating current electricity to direct current
- 3 Changing the frequency of alternative current electricity
- 4 Changing the voltage of direct current or alternating current electricity

