Value Creation Process

Purpose Moving society forward with power electronics and creativity. P9

Material issues

P18

- Contribution to a carbon-free society and environmental conservation
- Constructing a robust infrastructure and contributing to industrial development
- Providing safety and security while delivering new value
- Strengthening of manufacturing
- Reduction of the environmental impact of production activities
- Promoting diversity and developing talent
- Strengthening business continuity management (BCM)

Six different types of capital

FY2025 Results

Financial assets

A sound financial foundation and cash-generating capacity to support growth investment

- Equity ratio: 76.2%
- Net assets: 24,925 million yen

Manufacturing capital

Strong competitiveness supported by proprietary technologies and an integrated structure

- Capital investment: 1,290 million yen
- Manufacturing bases: 6 bases

Intellectual capital

Competitiveness supported by technology integration and intellectual property

- R&D expenses: 1,432 million yen
- Number of intellectual property rights: 411

Human capital

An organization where diverse talent thrives through a shared purpose

- Employees (consolidated): 1,399
- Employees with professional qualifications: 417

Social and relationship capital

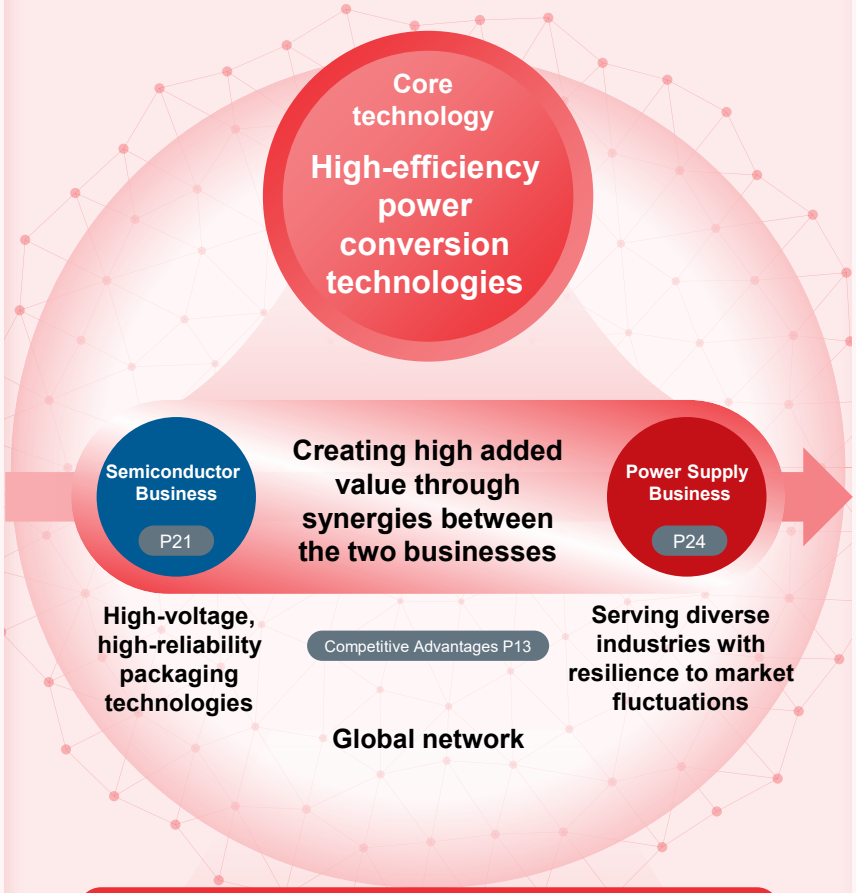
Co-creation with customers to help solve social issues

Sales network
- Japan: 7 locations
- Overseas: 11 locations

Natural capital

Contributing to a decarbonized society through environmentally friendly products

- Power consumption: 15,959 MWh
- Utility gas consumption: 147,598 m³
- Water consumption: 190 thousand m³



Outcome

FY2025 Results

Financial assets

- Net sales: 26.6 billion yen
- Operating profit margin: 5.2%
- ROE: 1.5%

Manufacturing capital

- Capital investment: 1,290 million yen

Intellectual capital

Number of intellectual property rights
- Japan: 206
- Overseas: 205

Human capital

- Percentage of female managers: 5.6%
- Training expenses per employee: 31 thousand yen

Social and relationship capital

- Overseas sales ratio of the Semiconductor Business: 61.6%

Natural capital

- CO_2 emissions: 8,178 t-CO_2
- CO_2 reduction (Compared with FY2013): -43.3%
- Waste recycling rate: 97.8%

Corporate governance P34