Long-term Vision and Market Environment – Our Desired Future

GLOBAL POWER SOLUTION PARTNER

Continuing to be a partner that listens to customers and meets their expectations in the provision of solutions

We combine power semiconductor technologies with power conversion and control technologies to provide highly efficient, high-quality power solutions, aiming to establish a sustainable society. As power needs become increasingly diverse and sophisticated and decarbonization progresses, we support the efficient use and stable supply of energy by optimally converting and controlling power according to its application. We also contribute to reducing environmental impact through highly efficient power supply equipment and power semiconductors, while proactively contributing to local communities and participating in environmental protection activities. Going forward, we will continue to listen closely to our customers and create value that supports people's lives and industries by helping solve social issues.

1 Technology
We will have world-leading technologies related to power electronics, which have been our strength since our founding.

2 Solution
Capitalizing on power electronics technologies, we will thoroughly identify customers' problems and resolve them.

3 Global
Taking a global perspective, we will operate our business on a wholly global scale.

4 Trust
We will earn the unrivaled trust of society for our quality and sincerity.

Vision (FY2033)

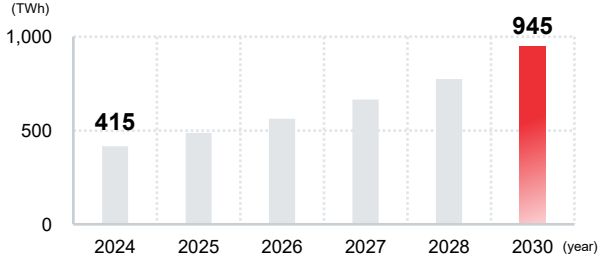
Net sales	Operating profit margin	Return on equity (ROE)	Return on assets (ROA)
50.0 billion yen	10% or higher	10% or higher	10% or higher

Long-term market analysis

The expansion of global electricity demand is a major opportunity for long-term growth.

Driven by the expansion of data centers accompanying the growing use of AI and the increasing adoption of renewable energy toward achieving carbon neutrality, global electricity demand is rising, increasing the need for a stable power supply and advanced power control and conversion technologies. Leveraging the power conversion technologies and power semiconductor technologies that we have cultivated over many years, we will contribute to the stability of social infrastructure and to greater sophistication and energy efficiency in industry through products such as uninterruptible power supplies (UPS), power storage devices (excluding residential and hydrogen applications), high-precision power supplies for surface treatment, and SiC power devices.

Global Data Center Electricity Consumption



Example relevant products and technologies from Sansha Electric Manufacturing

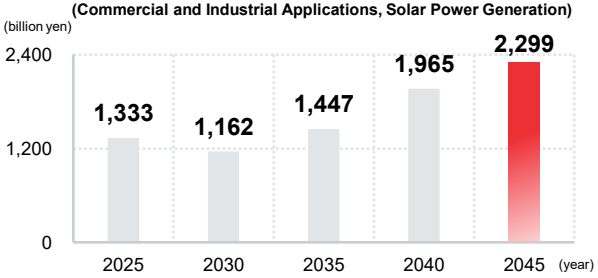
Uninterruptible Power Supplies (UPS), High-Precision Power Supplies for Surface Treatment, Energy Storage Systems, Power Conditioners for Solar Power Generation, Power Semiconductor Products

Applications

Data Centers and Related Equipment (Power Infrastructure, Power Supplies for Telecommunications and Server Equipment, etc.)

Source: International Energy Agency, "Energy and AI"

Storage Device Market
(Commercial and Industrial Applications, Solar Power Generation)



Example relevant products and technologies from Sansha Electric Manufacturing

Power supplies for power storage systems and bidirectional inverters

Applications

Commercial facilities, plants and power storage facilities for power transmission and distribution infrastructure

Source: Fuji Keizai, "Current Status and Future Outlook of the Stationary Storage Battery and ESS-Related Market 2025"