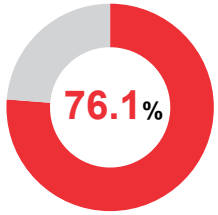
Power Supply Business

The Sansha Electric Manufacturing Group's development and manufacturing of power supply equipment began in 1933 with the development of a power supply for movie theater projectors. Since then, we have continued to refine our technologies for freely transforming and efficiently converting and controlling electricity. These technologies are utilized in a wide range of fields, including the environment and energy, infrastructure, and facility equipment. Through our integrated system spanning development and design, manufacturing, and maintenance, we provide high-quality products and services tailored to customer needs.

Contribution to net sales





Products

For general industries

These are high-capacity power supplies for industrial use. Used in production equipment at large-scale factories.



Inverters

The applications of inverters include their use in uninterruptible power supplies (UPSs), solar power generation, fuel cells, and power conditioning systems (PCSs) that can be used with storage batteries. They are used at power plants, data centers, large factories, and other facilities.



For surface treatment, welding machines and cutting machines

Power supplies used for plating, coating, aluminum anodization, welding and cutting for smartphone, automobile component and other applications.



Small power supplies

Small capacity power supplies are incorporated into financial institutions' automatic teller machines (ATMs), medical equipment, communication equipment and printers.



For light sources and dimming

Power supplies for projection mapping, cinemas, studios, theaters, and other applications.



Other power supplies and services

Electric power regulators controlling the temperature of electric furnaces, power supply maintenance services, and other efforts.



Power Supplies for Surface Treatment Domestic Market Share

1st*

Used in plating processes that improve the wear and oxidation resistance of metals, our power supplies have met market needs and earned strong trust for more than half a century.



Power Supplies for Surface Treatment

* Estimated by Sansha Electric Manufacturing Co., Ltd. on the basis of the Japan Plating Suppliers Association: 2023 Dynamic Statistics of Power Supply Sales

Strengths and features

High-efficiency power conversion technology

Leveraging our strength in technologies that convert power rapidly and precisely while minimizing power loss, we develop and manufacture power supply equipment, including power conditioners for fuel cells equipped with our own SiC modules.

Broad development capabilities, from small embedded to large industrial power supplies

We design and develop power supplies ranging from small embedded power supplies to large industrial power supplies, tailored to customers' specifications and applications to meet a wide range of needs.

One-stop services supporting the entire lifecycle of power supply equipment

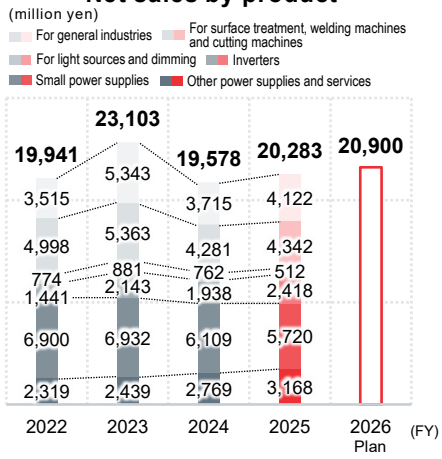
By providing integrated support from installation and commissioning through operation, maintenance, repair, and replacement, we contribute to the stable operation and extended service life of power supply equipment.

Power Supply Business

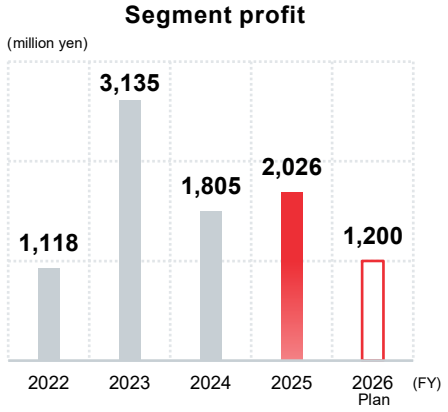
FY2025 Business Results and Outlook

In FY2025, the Power Supply Business steadily captured demand for highly efficient and stable power supply, supported by the expansion of data centers. Building on our long-established power conversion technologies, sales increased in the metal surface treatment field for high-density circuit boards and for uninterruptible power supplies (UPS). Our power supplies for general industries also saw broader adoption in applications including marine vessels, metal processing, and testing and evaluation. In addition, sales in the services business expanded, driven by growth in maintenance services for inverters, including UPS, and power conditioners. Meanwhile, sales of small power supplies were affected by lower demand for medical equipment. Nevertheless, we reduced engineering hours through design standardization and shortened lead times. As a result, net sales were 20,283 million yen and segment profit was 2,026 million yen. Going forward, we will steadily capture business opportunities in growth markets and strengthen the quality of our earnings base, thereby contributing to the medium- to long-term enhancement of corporate value.

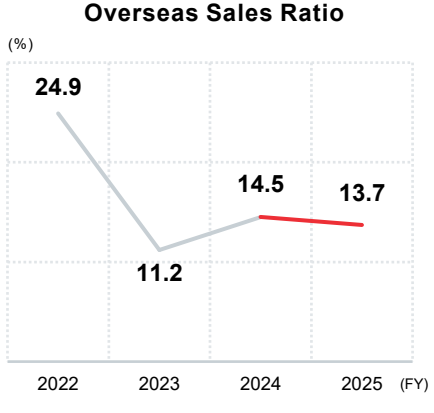
Net sales by product



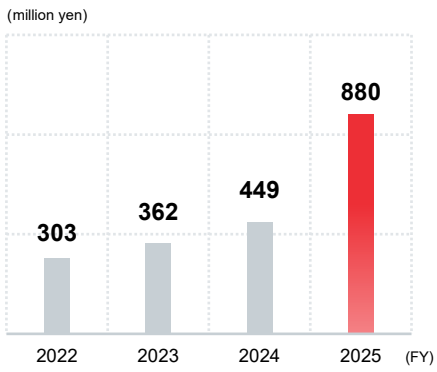
Segment profit



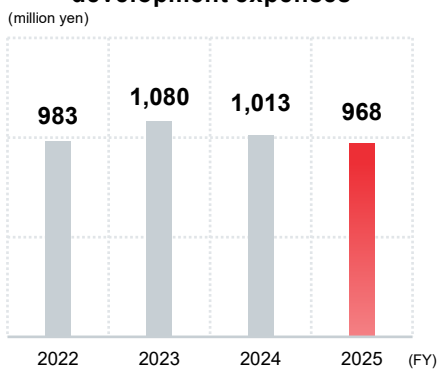
Overseas Sales Ratio



Capital investment



Research and development expenses



FY2025 Highlights

Received the “Chairman’s Special Award” at the FY2025 New Energy Awards



Grid-Connected Power Conditioner Test System (Up to 5 MW)

By incorporating our own power semiconductors, this system achieves high efficiency and a compact design, while automated testing enables efficient evaluation. The system can also test high-capacity equipment and was recognized for its contribution to equipment development and quality improvement in the renewable energy field.

Received the “Invention Encouragement Award” at the FY2025 Kinki Regional Invention Awards



Our grid-connected inverter technology received the Invention Encouragement Award. The technology efficiently supplies electricity generated by solar power systems to the grid and ensures stable operation by using grid power to operate the control and cooling systems. It also helps increase the amount of electricity available for sale by reducing the consumption of generated power. We will continue to contribute to the wider adoption of renewable energy and a stable power supply.

Power Supply Business



Director and Senior Managing Operating Officer
Executive General Manager of
Power Supply Equipment Business Division

Hiroshi Zumoto

Business Opportunities Driven by Increasingly Sophisticated Power Demand

Against the backdrop of the advancing energy transition, increasingly sophisticated power demand, and growing demand for decarbonization and energy efficiency, the power supply equipment market is entering a period of medium- to long-term growth. In addition to increasing demand for power supply equipment for data centers driven by the expanding use of AI, business opportunities where the Group can leverage its strengths are steadily expanding, including the growing adoption of renewable energy and energy storage systems, as well as equipment upgrades and energy-efficiency initiatives at manufacturing sites.

At the same time, market competition is intensifying, making the ability to contribute to solving customers' challenges increasingly important. By working closely with customers and providing optimal power solutions tailored to their applications and operating environments, the Group will strengthen its competitive advantage.

Against this backdrop, in FY2026 the Power Supply Business Headquarters transitioned to an independently managed profit structure with clear profit accountability and evolved into an integrated organization encompassing product planning, engineering, manufacturing, sales, and services. By seamlessly connecting the entire process from development and delivery through after-sales support, we have strengthened our ability to respond to market changes and rapidly turn proposals tailored to customers' challenges into solutions. This integrated approach is a key source of the Group's competitiveness. Another distinctive strength is our ability to manufacture SiC modules in-house, in collaboration with the Semiconductor Business, which are key to improving power conversion efficiency.

Message from the General Manager, Power Supply Equipment Business Division

Driven by the energy transition and growing AI demand, we will support a sustainable society and industrial infrastructure through our integrated business structure and highly reliable technologies and services.

Accelerating Growth through the Integration of Products, Markets, and Manufacturing

Going forward, we will focus on three key initiatives: strengthening our product competitiveness, accelerating market expansion, and advancing manufacturing innovation.

On the product front, we will expand our range of optimal power solutions tailored to specific applications and market characteristics, with a focus on higher efficiency, greater reliability, and energy conservation. On the market front, we will strengthen our global business base by accurately identifying the needs of each region and enhancing our ability to provide customer-focused solutions. On the manufacturing front, we will advance the standardization of design and production processes and the use of digital technologies to improve quality, delivery performance, and cost competitiveness.

To support these initiatives, we will continue to strengthen our development capabilities, quality assurance, DX, and talent development. We will further refine our medium- to long-term product roadmap and meet customer expectations through both standard products and customized solutions. At the same time, by leveraging data and enhancing cost visibility, we will build resilient business operations capable of adapting flexibly to change.

Delivering Value Beyond Installation

The value we provide extends beyond the supply of products. By supporting customers throughout operation and maintenance after installation, we contribute to the stable operation and extended service life of their equipment, as well as lower total cost of ownership. Providing value throughout the entire lifecycle in this way forms the foundation of our relationships of trust with customers.

Going forward, with power conversion technologies at the core, we will continue to create new value together with our customers by providing power supply equipment that supports social infrastructure and industry, thereby achieving sustainable growth and enhancing corporate value.

Medium-term Strategy

- Accelerating Customization
- Shortening Lead Times through Design Standardization and Other Initiatives
- Building a Foundation to Strengthen Maintenance Solution Proposals

Aspiration

Strengthening Customer Responsiveness and Establishing a Stable Earnings Base

Building strong relationships of trust with customers and a stable earnings base by proposing solutions tailored to their specific needs and providing after-sales maintenance services.