SUMIDA ESG Report

2025

Editorial Policy

This '2025 SUMIDA CORPORATION ESG Report" serves as an introduction to SUMIDA CORPORATION including an overview of our CSR activities. Detailed CSR related information may be found on our website: www.sumida.com/csr/

"SUMIDA," as used in this report, refers to SUMIDA CORPORATION, its wholly owned subsidiaries, and all companies in which management rights are held.

This report covers the period from January 1, 2025, to December 31, 2025, and was published in April 2026. In conducting CSR-related activities, we reference the ISO 26000 guidelines to integrate social responsibility into our values and practices.

Forward-looking statements in this report reflect our current expectations and assumptions at the time of publication. These statements are subject to various risks and uncertainties that could cause actual results to differ materially from those projected.

The ESG data presented in this report may be subject to modifications due to changes in reporting standards, data collection methodologies, and other factors. As data quality improves over time, we will update our ESG data accordingly on our website. While we strive for accuracy and completeness, the data should be considered indicative rather than definitive.

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70 YEARS
GLOBAL · SPEED · FOCUS

“ Connecting Technology to People ”

Powering the electrification of modern society through advanced magnetic technologies.

SUMIDA is a global leader in the design and manufacture of coil-related components and modules that enable efficient power conversion in modern electronic systems. Through advanced engineering and customised design solutions, SUMIDA supports a wide range of applications including automotive electronics, renewable energy systems, industrial automation, digital infrastructure, consumer electronics and medical technologies.

Our core product portfolio includes magnetic components and modules such as power inductors, transformers, sensors and antennas used in power electronics, electric vehicles, energy storage systems, renewable energy infrastructure and data centre power supplies. In addition to our core magnetics technologies, we also provide complementary solutions including magnetic materials, ceramics, flexible connectors and electronic manufacturing services (EMS).

With 70 years of history in Asia and more than 90 years in Europe, SUMIDA combines deep expertise in coil technologies with a global network of R&D centres, manufacturing sites and sales offices across Asia, Europe and North America. This global footprint enables us to deliver both customised and standard solutions while maintaining high standards of quality, flexibility and supply reliability. By working closely with our customers and partners, SUMIDA contributes to the development of more efficient, electrified and sustainable technologies worldwide.









SUMIDA’s Technology and Global Strengths



COMPETITIVE SOLUTION PROVIDER

SUMIDA develops and manufactures solutions ranging from core magnetic components to highly integrated, value-added modules. Through close collaboration with customers and deep engineering expertise, we deliver customised solutions designed to meet the evolving needs of modern electronic systems.



LEADING EXPERTISE IN COIL TECHNOLOGIES

As a specialist in coil and magnetic technologies, SUMIDA combines decades of experience with advanced design, simulation and manufacturing capabilities. This integrated expertise allows us to develop high-performance components that support a wide range of applications across automotive, industrial and energy-related technologies.



VERSATILITY ACROSS APPLICATIONS

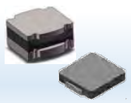
SUMIDA’s magnetic technologies are used across a wide range of industries and applications, including automotive electronics, renewable energy systems, industrial automation, digital infrastructure and medical technologies. This versatility enables us to adapt our engineering expertise to emerging technologies and evolving market needs, supporting customers across multiple sectors as electrification and digitalisation continue to expand.



GLOBAL FOOTPRINT - GLOBAL REACH, LOCAL SUPPORT

With a global network of R&D centres, manufacturing sites and sales offices across Asia, Europe and North America, SUMIDA provides local technical support and responsive manufacturing capabilities worldwide. This integrated global structure allows us to deliver flexible supply, consistent quality and reliable partnership to customers wherever they operate.

Product Overview



POWER & RF INDUCTORS
Surface Mount, Through Hole, LPF Coils for Digital Amplifiers, Wire Wound Chip Inductors



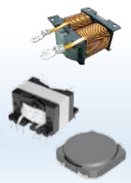
SENSORS & ACTUATORS
Rotor Position Sensors, ABS Coils, Solenoid Coils, Piezo Motors



AUTOMOTIVE MODULES
Transformers & choke modules, as well as electromechanical & funcationally integrated modules, Component Carriers, Power Conversion, Components & Modules



SIGNAL MAGNETICS
RF/Communication, RFID, Antennas, Others



POWER TRANSFORMERS & REACTORS
Surface Mount, Through Hole, PoE Transformers, Strobe Flash Transformers, Switching Mode Power Supplies , Reactors, Wireless Power Transfer Coils



EMC COILS & CHOKES
AC Powerline, DC Powerline, Normal Mode Chokes, Common Mode Chokes



EMI/EMC FILTER
DC Line Filter Module, AC Filter Module, CMC & DM Filter Choke



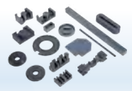
COMPONENTS FOR MEDICAL EQUIPMENT
Isolation Transformers



POWER INDUSTRY PRODUCTS
Transformers up to 5,5t/3MVA incl. water-cooled designs, (Water-cooled) Chokes, AFE Filters (Active Front End), MF/HF-Transformers for DAB and LLC up to 6 kV partial discharge, LC/LCL Filters, Active Cooled Inductors



CURRENT SENSING COMPONENTS
Current Transformers and Modules, Rogowski Coils



MAGNETIC MATERIALS
Ferrites, Plastoferrites, Metal Powder cores, Injection molding ferrite



FLEXIBLE CONNECTIONS
Flexible Flat Cables, Flexible Board Connections, Cell Sensing Systems



EMS
PCB Assembly, Module Production, Test Procedures

Major Applications


AUTOMOTIVE ELECTRONICS



CAR BATTERY/PASSIVE ENTRY


E-MOBILITY


SOLAR ENERGY


INDUSTRIAL/MEDICAL


ENERGY SAVING/LED


INFRASTRUCTURE

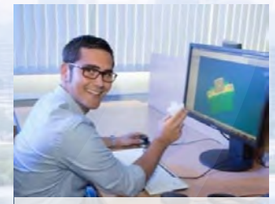

INFOTAINMENT


HOME APPLIANCES

"CONNECTING TECHNOLOGY TO PEOPLE"

Key Techologies

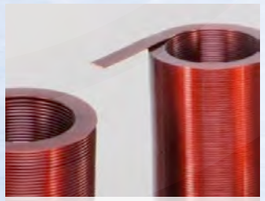

MATERIAL


DESIGN & APPLICATION

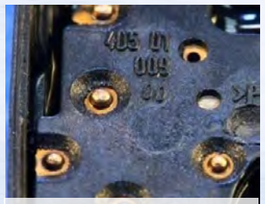

MACHINE & PROCESS



TOOLING


WINDING (CORE)


PRECISE PROCESSING

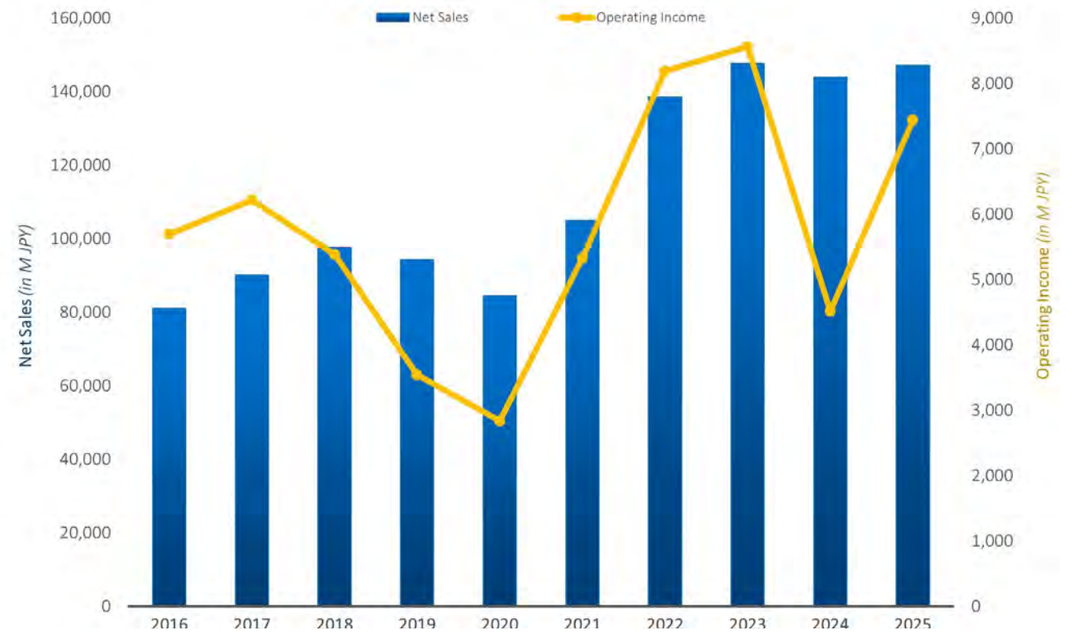

CONNECTION


EVALUATION & TESTING

Company Profile

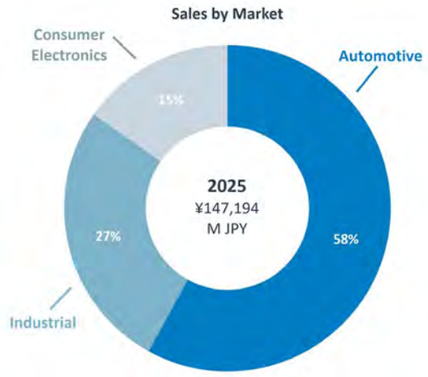
HOLDING COMPANY	SUMIDA CORPORATION; Tokyo Stock Exchange, Prime Market (code: 6817)
REPRESENTATIVE	Kanji Hori (CEO)
HEADQUARTERS	3-7-2 KDX Ginza East Building 7/F, Irifune, Chuo-ku, Tokyo, 104-0024, Japan Tel: +81-3-6758-2470 Fax: +81-3-6758-2472
DATE OF INCORPORATION	January 16, 1956
CAPITAL	13,631 M JPY (as of December 31, 2025)
CONSOLIDATED NET SALES	147,194 M JPY (for FY2025, ended December 31, 2025)
EMPLOYEES	14,964 (as of December 31, 2025)
R&D CENTERS	Japan, China, USA, Germany
WORLDWIDE SALES OFFICES	Japan, China, Hong Kong, Singapore, Taiwan, Thailand, South Korea, USA, Germany, India
MANUFACTURING SITES	Japan, China, Vietnam, Thailand, Mexico, Germany, Romania, Slovenia, Czech Republic, USA
BUSINESS DESCRIPTION	Research, design and manufacturing of electronic components and modules.

Financial Performance Information



(in M JPY)	2021	2022	2023	2024	2025
Net Sales	104,920	138,600	147,672	143,978	147,194
Operating Profit	5,326	8,189	8,564	4,513	7,439
Operating Margin	5.1%	5.9%	5.8%	3.1%	5.1%
Profit attributable to owners of parent, or net profits for the year attributable to owners of parent	2,629	5,099	5,064	590	3,618
Basic earnings per share	97	188	167	18	109.47
Total Assets	117,725	134,846	142,786	147,766	163,656
Net Assets (or total equity)	40,101	48,877	57,312	60,915	65,354
Net assets per share, or equity attributable to owners of parent per share	1,409.82	1,722.08	1,687.39	1,774.64	1,875.53

Securities Identification Code		6817
Stock Exchange Listing		Tokyo Stock Exchange, Prime Market
End of Fiscal Year		December 31st
Annual General Shareholders' Meeting		March
Record Date		December 31st
Trading Unit		100 Shares
End-of-term Registration Deadline for Dividend Payment	Interim:	June 30th
	Year-end:	December 31st



GLOBAL REACH, LOCAL SUPPORT

SALES

23 offices in 10 countries

- 15 Asia
- 5 Europe
- 3 North America

MANUFACTURING

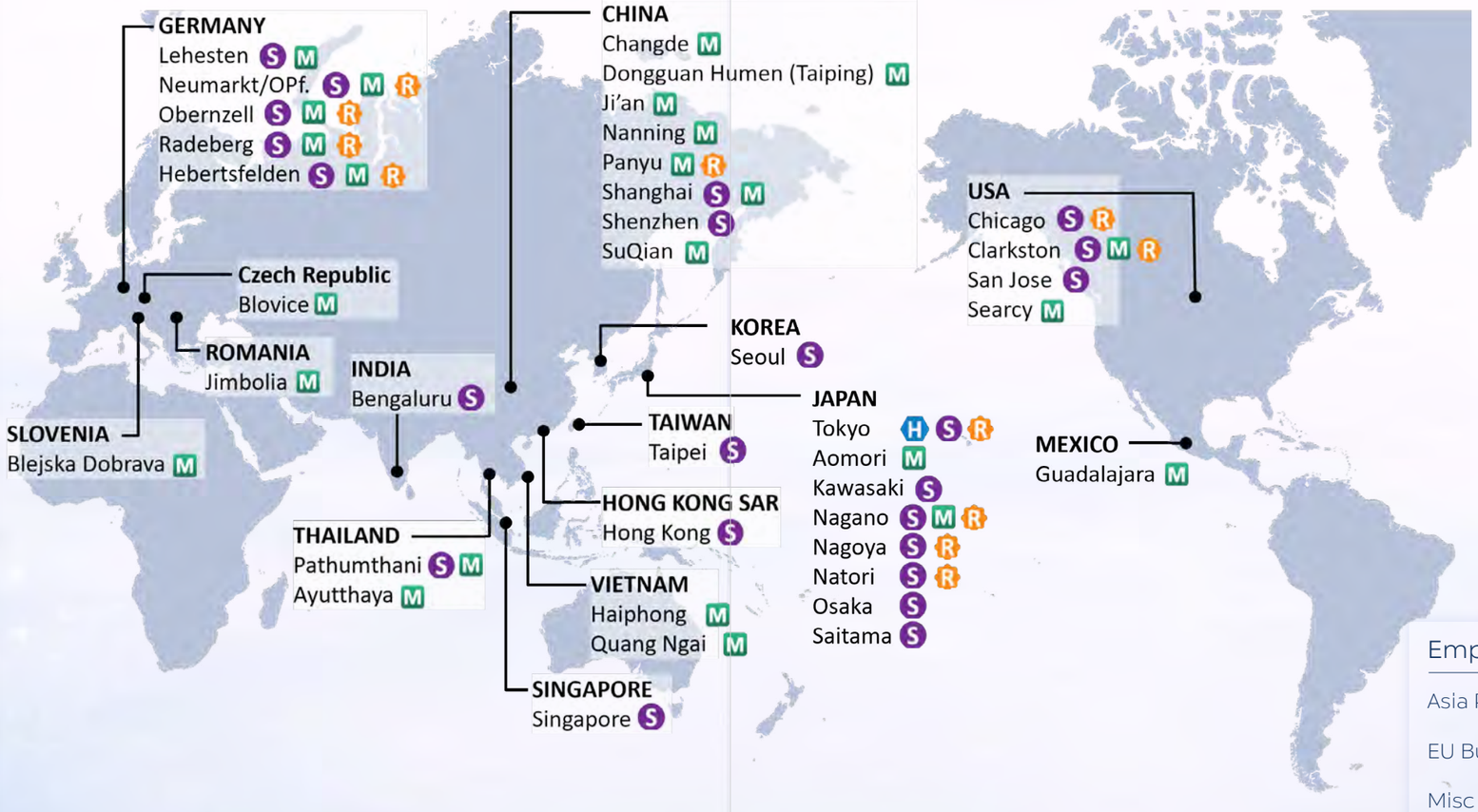
24 factories in 10 countries

- 14 Asia
- 8 Europe
- 3 North America

R&D

11 centres in 4 countries

- 5 Asia
- 4 Europe
- 2 North America



70 years in Japan

40 years in China

90+ years in Germany

OUR GLOBAL FOOTPRINT

Employees

Asia Pacific Business	12,408
EU Business	2,467
Misc	89
Total	14,964

Map Legend

- Headquarters
- Sales
- Manufacturing
- R&D



Message from the CEO

"70 YEARS OF INNOVATION — BUILDING THE NEXT CHAPTER OF SUSTAINABLE GROWTH"

Reflecting on 70 years

This year marks the 70th anniversary of the founding of the Sumida Group. This milestone reflects the continued trust and support of our customers, business partners and shareholders worldwide, to whom I extend my sincere gratitude.

Since our founding in 1956, Sumida has grown in step with society by developing coil-related components and modules for a wide range of applications. Through continuous technological innovation and close collaboration with our customers, we have built strong partnerships based on quality, reliability and trust.

FY2025 Performance and Key Achievements

In FY2025, SUMIDA achieved solid progress. Consolidated revenue reached ¥147.1 billion, representing a year-on-year increase of 2.2%, while operating profit rose to ¥7.4 billion, an increase of 64.8% year-on-year.

This improvement reflects the successful execution of structural reforms, particularly in Europe, as well as ongoing efforts to optimise manufacturing costs in China. These initiatives, implemented under our 2024–2026 Mid-Term Business Plan, have strengthened our cost structure, improved operational efficiency and established a more resilient foundation for sustainable growth.



At the same time, we continued to expand our business portfolio through strategic initiatives, including acquisitions, further strengthening our resilience and efficiency in a rapidly evolving global environment.

FY2025 Performance Highlights

¥147.1B Revenue (+2.2% YoY)	¥7.4B Operating Profit (+64.8% YoY)
¥109.47 Earnings Per Share (EPS)	¥39.4B Green Energy-Related Revenue

Strengthening Our Business Foundation

Under our Mid-Term Business Plan 2024–2026, we positioned green energy-related businesses as a key pillar for growth, anticipating strong expansion in both revenue and profitability. However, from early 2024, the external environment changed rapidly, including the end of EV subsidies in Europe and shifts in U.S. environmental policy, resulting in project delays and slower-than-expected demand and increased pressure on performance.

In response, we strengthened our business foundation through organisational restructuring and a renewed focus on industrial electronics, further supported by the acquisition of Schmidbauer Transformatoren- und Gerätebau GmbH in October 2025. These actions have stabilised our operating base and positioned the Group for its next phase of development.

With our business foundation now strengthened, we have turned our focus to the future. Looking ahead to 2035, we aim to achieve a "Top Position in Multiple Niches," focusing on areas where we can deliver differentiated value through our technologies and global capabilities.

To realise this vision, we have formulated a new Mid-Term Business Plan for 2026–2028. Building on this strengthened foundation, the plan marks a shift from transformation to growth, with a focus on capturing opportunities driven by electrification, energy transition and the continued expansion of digital infrastructure.



Vision to 2035

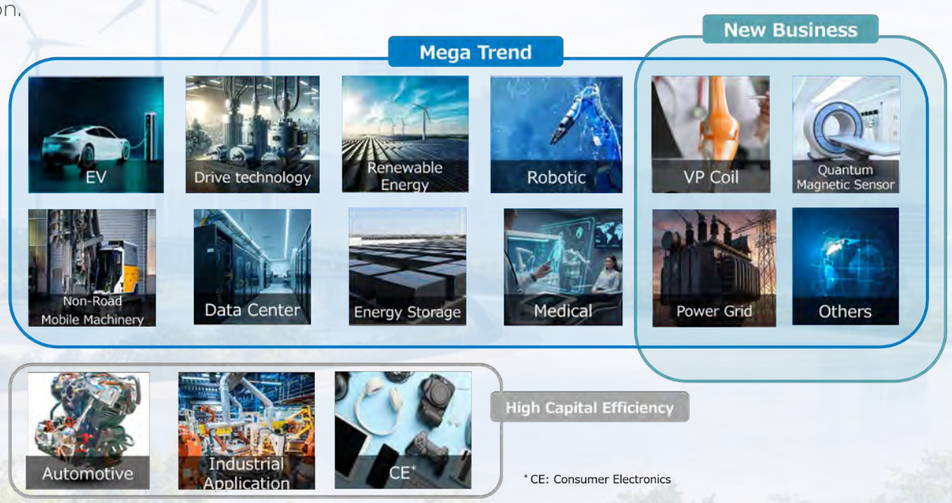
We have set a clear ambition: to achieve a “Top Position in Multiple Niches.” We believe sustainable growth will come from leadership in carefully selected, high-value domains rather than scale alone.

Megatrends, including decarbonization, AI-driven demand, geopolitical shifts and demographic change, are accelerating electrification and increasing demand across areas such as energy infrastructure, data centers, transportation and medical technologies, while also increasing competitive intensity.

In response, we are advancing our Niche-Top Strategy, focused on strengthening capital efficiency, capturing growth opportunities aligned with these megatrends and creating new business domains through proprietary technologies.

By leveraging our technological expertise, global capabilities and our “Made in Market” approach, we aim to deliver differentiated solutions and build a resilient, high-quality earnings base.

Our journey to 2035 is defined by strategic focus, technological leadership and long-term value creation.



From Transformation to Growth

To realise this vision, we have launched a new Mid-Term Business Plan covering the period from 2026 to 2028. Building on the foundation we have established, this plan marks a clear shift from transformation to growth, with a focus on capturing opportunities driven by global megatrends, including electrification, renewable energy and digital infrastructure.

Under this plan, we have set targets of net sales of ¥165.0 billion, operating profit of ¥10.0 billion, and ROIC of 6.7% by FY2028. In line with our long-term ambition, the plan places the highest priority on improving capital efficiency, while continuing to optimise our cost structure and enhance execution speed.

We will also focus management resources on high-growth domains aligned with our Niche-Top Strategy, including power infrastructure, medical and industrial equipment, as well as defence and space. At the same time, through the balanced pursuit of new technologies and appropriate shareholder returns, we aim to deliver sustainable growth in corporate value and achieve a PBR of 1.0× at an early stage.

Mid-term Business Plan 2024-2026

- Structural Reform
  - *· Operational restructuring*
- Cost Optimisation
  - *· Fixed cost reduction*
- Operational Efficiency
  - *· Streamlined processes*
- Portfolio Adjustment
  - *· Industrial electronics*

Mid-term Business Plan 2026-2028

- Niche-Top Strategy
  - *· Leadership in key applications*
- Megatrend Growth
  - *Acquire projects in application markets aligned with megatrends*
- New Business
  - *Commercialize proprietary technologies developed in-house*
- Higher Capital Efficiency
  - *Enhance cash-generation capability in existing business*
- Higher Capital Efficiency
  - *Improvement of Break Even Point and “Transfer”*

Revenue
FY2028 ¥165.0 B
(FY2025 ¥147.1 B)

Operating Profit
FY2028 ¥10.0 B
(FY2025 ¥7.4 B)

EPS
FY2028 ¥174.00
(FY2025 ¥109.47 B)

ROIC
FY2028 6.7 %
(FY2025 5.4%)

Outlook for 2026

As the first year of this plan, we expect FY2026 to mark a clear transition to a growth trajectory, building on the cumulative results of the structural reforms implemented to date. We are targeting net sales of ¥156.0 billion and operating profit of ¥7.5 billion.

Growth is expected to be supported by a gradual recovery in the automotive market, continued expansion in megatrend-driven areas such as power infrastructure, data centers and energy storage systems, as well as the full-year contribution from Schmidbauer.

At the same time, we remain mindful of external uncertainties, including fluctuations in copper prices and rising labour costs. Against this backdrop, we will maintain disciplined management with a continued focus on profitability and capital efficiency.

FINANCIAL TARGETS
Net Sales: 156.0 B
Operating Profit: 7.5B

KEY RISKS TO MONITOR
- Copper price volatility
- Rising labour costs
- Ongoivng macroeconomic uncertainty



Kanji Hori
Chief Executive Officer
SUMIDA CORPORATION

" SOLUTIONS TO SUPPORT SOCIETY IN REDUCING CARBON EMISSIONS "

way2zero

Sustainability has long been embedded in SUMIDA's corporate culture and remains one of our core values. As we mark our 70th anniversary, we see this milestone as an opportunity to honour our past - guided by our core values of customer focus, innovativeness, challenging spirit, respect, life balance and sustainability - while shaping a more sustainable future.

As a manufacturer of power-related electronic components, we recognise the important role our technologies play in enabling a more energy-efficient and low-carbon society. As global demand for electrification and digital infrastructure continues to grow, we remain firmly focused on advancing our sustainability goals and targets through both our products and our operations.

Under our "way2zero" initiative, we strive to balance sustainable business growth with the responsible management of our environmental impact, integrating sustainability considerations into our strategy, decision-making and daily operations.





Delivering Solutions for a Low-Carbon Society

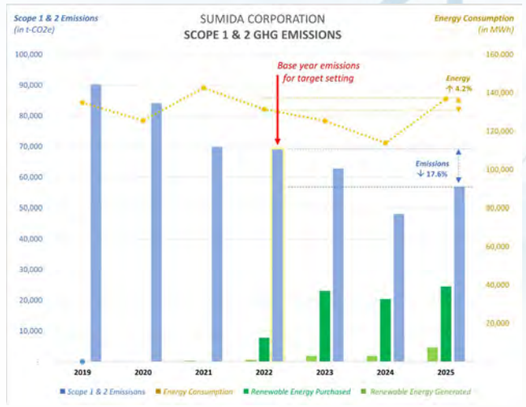


Improving Operational Efficiency



Acting as a Responsible Corporate Citizen

We continue to make steady progress in the execution of our way2zero initiative and remain on track to achieve our targets. Following the global action planning exercise launched in 2024, we are advancing toward our target of reducing Scope 1 and Scope 2 emissions by 42% by 2030 (base year: 2022), with location-specific action plans actively implemented across our operations.



Progress is closely monitored through our Corporate Carbon Footprint (CCF) framework, ensuring consistent tracking of emissions and actions across all locations.

In 2025, although Scope 1 and 2 GHG emissions increased year-on-year, we remain on track to achieve our 2030 reduction target, supported by the continued expansion of renewable energy across our operations. The increase was primarily driven by higher production volumes, while ongoing improvements in energy efficiency and renewable energy adoption helped to mitigate the overall impact.

In parallel, we are steadily strengthening our approach to Scope 3 emissions. Recognising the growing importance of product carbon footprints (PCFs) to our customers, we have initiated a dedicated workstream focused on emissions analysis, target setting and collaboration with suppliers and customers.

Environmental Data*	2021	2022	2023	2024	2025
Energy Consumption (MWh)	142,584	131,449	125,428	113,993	136,944
Renewable Energy Consumption (MWh)	5	7,839	23,090	20,473	24,558
Scope 1 & 2 GHG Emissions (t-CO2e)	69,868	69,067	64,486	48,211	56,912
Water Consumption (M litres)	713	898	990	823	627
Hazardous Waste (tons)	594	534	553	677	692
Non-hazardous Waste (tons)	2,981	2,943	3,278	2,927	2,784
% Operational Sites with ISO 14001	90%	90%	90%	87%	80%
% Operational Sites with ISO 14064-1	23%	23%	27%	30%	28%
% Operational Sites with ISO 50001	5%	5%	5%	4%	4%

**Note: The data presented is based on the best information available at the time of reporting and may be subject to revision as data quality and accuracy continue to improve.*

SUMIDA ESG Report 2025 | Sustainability Goals & Activities

Sustainability Goals & Actions

CATEGORY	GOAL	ACTIONS & STATUS
ENVIRONMENTAL "Take Climate Action"	E1. Set goals and develop an action plan to reduce scope 1, 2 & 3 greenhouse gases emissions to support the paris climate agreement	Due to complexities of our position within the industry supply chain, take a practical & impactful two-pronged planning approach for new mtbp: 1) Scope 1 & 2 (CCF) aim to reduce scope 1 & 2 greenhouse gas emissions 42% by 2030 from a base year of 2022 - Continuous monitoring, review and adjustment of emissions reduction plans at all company locations - Reduction of scope 1 & 2 greenhouse gas emissions of 18% achieved in 2025 versus base year 2022 2) PCF & Scope 3 - Continuous scope 3 data collection and update - Regular PCF calculation of all products in company IT systems - Increase primary emission factor data source content - design4sustainability workshop initiative to increase use of low emission materials and technologies - increase of secondary material content
	E2. Improve the transparency of annual environment-related CSR disclosures for SUMIDA CORPORATION	Continue to participate in CDP – 2025 score: Climate change C, Water security C
	E3. Engage supply chain for GHG reporting and emission reduction	[Ongoing] Raise awareness and encourage suppliers to consider reducing their ghg emissions and reporting on their environmental activities through the CDP. Improve emission factor data quality by collecting primary data from suppliers
SOCIAL "Be a respected member of society"	S1. Maintain high standards of occupational health and safety	[Ongoing] Minimise workplace accidents
	S2. Prioritise the development of products/technologies targeted at 'socially responsible' applications	[Ongoing] Focus and concentrate resources on future growth markets such as green energy-related markets
	S3. Maintain and improve our talent pool diversity	[Ongoing] Female Managers: ≥20%, Non-Japanese Managers: 50%, Managerial positions occupied by mid-career
	S4. Work together with our suppliers and logistics partners to ensure responsible business practices throughout our supply chain	[Ongoing] Improve awareness and signed collection ratio of our Supplier Social Responsibility Commitment Letter and conflict minerals information. [Ongoing] Improve awareness and the number of targeted suppliers with contracts that include clauses on environmental, labour and human rights requirements.
	S5. Community Engagement / Social ContributionSUMIDA CORPORATION	[Ongoing] Actively engage with local communities on projects such as community development, environmental conservation,
	S6. Open Innovation R&D Projects	[Ongoing] Capture collaborative research projects with technical universities and partners with a focus on long-term product
GOVERNANCE "Operate with a high standard of integrity & build operational resilience"	G1. Strengthen SUMIDA's global compliance system	- Timely or regular reporting of compliance issues from the Sumida Group companies in the world. - Regular and continuous inhouse compliance training and review of the Global Compliance Guideline - Increase of secondary material content
	G2. Increase SUMIDA's corporate value and achieve sustainable growth through further improving the transparency of SUMIDA's management	- Continue to evaluate the effectiveness of the Board of Directors by utilizing outside experts. - Provide information to BOD members in a more timely and appropriate manner to enable further active discussions at board meetings. - Timely disclosure of relevant and clearly presented information to help stakeholders understand company disclosures

Supporting the transition to a low-carbon, connected and intelligent society



Advancing Medical Technologies

Supporting life-saving medical devices through high-reliability magnetic components used diagnostics, implantable devices and treatment systems.



Power Inductors (THT and SMD)



RF Ceramic Coils



50 Hz Transformers



Isolation & Network Isolation Transformers



Transformers, Chokes, EMI Components



Insulation Transformers (THT and SMD)



Telemetry Coils for Body Implants



RFID Transponders

Enabling Clean Energy Systems

Delivering efficient power conversion solutions for solar, wind and energy storage systems.



Common Mode Chokes



Reactor for DC lines & AC lines



3-Phase AC Filter Choke 40 kVA



DMC Filter Choke Module



AC Chokes



PV Inverter Modules



Panta FIX Jumpers

Advancing Resilient Infrastructure & Smart Industrial Innovation

Supporting next-generation industrial and infrastructure systems through technologies that enable efficient power management, high-speed connectivity and reliable performance across automation and digital networks.



Current Sensor Modules



Current Transformer Modules



HPC Transformer Modules



Rogowski-Coils



3-Phase AC Filter 130A

Powering Smart and Safe Mobility

Enabling electrified vehicles and intelligent infrastructure through high-performance magnetic components.



High Withstand Voltage Transformers



Power Transformers



Current Transformers



PFC Modules



SMD Transformer - CEEH158



Gate Drive Transformers



3-Phase AC Filter Choke 1300A



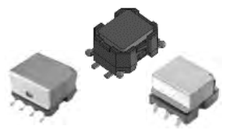
DC Wallbox 22kW



EMI Filters

Accelerating Electrification & Decarbonisation

Supporting next-generation energy ecosystems through technologies such as V2G and advanced power systems.



Isolation Transformers for Li-battery Monitors



AC/DC Choke Modules



Filter Choke Modules



Onboard Receiver Units

Strengthening Our Position Through the Acquisition of Schmidbauer

In October 2025, we completed the acquisition of , a Germany-based manufacturer of high-quality transformers and power solutions, headquartered in Hebertsfelden. With a strong reputation in industrial and energy applications, Schmidbauer brings deep technical expertise and a well-established customer base in Europe.



Image of Schmidbauer's facilities in Hebertsfelden, Germany

This acquisition strengthens our capabilities in power-related technologies and enhances our position in key growth areas aligned with electrification and energy infrastructure. By combining Schmidbauer's specialised expertise with SUMIDA's global design, engineering and manufacturing network, we expect to realise strong synergies in technology development, product portfolio expansion and market access.

This partnership not only expands our presence in high-value industrial domains but also supports the execution of our Niche-Top Strategy. As we look toward our Vision to 2035 - achieving a "Top Position in Multiple Niches"—Schmidbauer will play an important role in enabling us to deliver differentiated solutions and accelerate sustainable growth in strategically important markets.

Power Industry Products



Transformers up to 5.5 tons weight / 3,000kVA



Chokes (water-cooled) up to 5kA



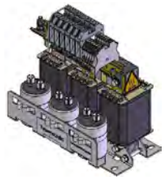
Active Cooled Inductors



AFE-Filters / Line-Filters



Mf-Transformers up to 6kV partial discharge



LC / LCL-Filters

SMART ENERGY EXHIBITION SHOWCASE

SUMIDA recently participated at the Smart Energy Exhibition at Tokyo Big Sight from 17–20 March 2026, participating in a joint booth with Bayern Innovative. The event provided a valuable opportunity to introduce Schmidbauer's product portfolio to the smart energy market in Japan.

This is one of many examples of how we are actively leveraging synergies within the Group to expand into new applications and capture growth opportunities in emerging markets.



From left to right: Mr. Klaus Neumeier (EO), Mr. Katsuyuki Kojima (EO), Mr. Dominik Reichl (CEO of Schmidbauer) & Mr. Hiromatsu Takeshima (EO)

CSR in Action

Our CSR efforts encompass a broad range of activities from environmental protection-related initiatives as well as enhancing employee well-being and safety, cultivating community engagement, and showcasing technological advancements.

The following images are a glimpse into some our of CSR activities throughout the year.

Safety & Training



Training on energy-saving in Hai Phong factory, Vietnam | Safety training in Guadalajara factory, Mexico

Employee Well-Being



Health-screening at Ji'an & Taiping factories, China

Talent Development



AI application practical training & New talent employee development program at Taiping factory, China

Employee Social Events



Skipping Competition at Taiping factory, China | 5km Company Run at Lehesten, Germany

Industry-Related Activities



Dr. Michael Schmidhuber presenting research results at EPE 2025 Paris towards a huge international auditorium

Community Activities



Tree planting in Shanghai, China | Monozukuri workshop in conjunction with JEITA in Tokyo, Japan

Corporate Update



OUTSIDE DIRECTORS' VISIT TO GROUP COMPANIES IN EUROPE

In November 2025, our Outside Directors visited major sites in Europe. In addition to touring manufacturing facilities, they engaged in active discussions with regional executives, asking questions regarding business operations and the business environment in Europe. Through these exchanges, the Outside Directors deepened their understanding of our European operations. We will continue to strengthen oversight functions and governance for our global operations through on-site monitoring by Outside Directors and their opportunities for dialogue with local teams.



INHOUSE COMPLIANCE TRAINING

In 2025, we again conducted the in-house compliance training on the Global Compliance Guideline at our group companies in the world. The main target for this year was the employees working at factories. We will continue to conduct training like this in the future to further understand and implement the principles, values, and policies outlined in the Guideline.



Board members (from left to right): Mr. Yan Hok Philip Fan, Ms. Junko Dochi, Mr. Yoshiyuki Honda, Mr. Shigeyuki Yawata, Ms. Sawako Ueno, Mr. Tatsuo Umemoto*, Mr. Ryo Hayakawa, Dr. Albert Kirchmann,



EFFECTIVENESS OF THE BOARD OF DIRECTORS

On October 31, 2025, all directors convened to discuss the results of the Board of Directors' effectiveness evaluation. On this occasion, an attorney from a leading law firm was also invited to participate, and an active exchange of views was conducted incorporating external professional insights.

The Company believes that regularly assessing whether the Board of Directors is functioning effectively in enhancing corporate value contributes to strengthening corporate governance. Accordingly, the evaluation of the effectiveness of the Board of Directors is positioned as one of the Company's important governance initiatives

*OTHER NEWS

At the Board of Directors meeting held on March 26, 2026, Mr. Tatsuo Umemoto, an independent director, was elected as Chairperson of the Board.

TCFD Disclosure

GOVERNANCE

At least once a year, the CEO reports the results of the CSR Committee and other activities to the Board of Directors regarding progress, plans, and risks related to the environment, including climate change, and the Board of Directors discusses the results based on the report. The CSR Committee, which consists primarily of regional CSR representatives including the global head of manufacturing, meets monthly to monitor greenhouse gas emissions and prepare ESG reports.

RISK MANAGEMENT

We have the Rules for Compliance and Risk Management which purpose is to ensure that the entire Sumida group companies comply with all applicable laws and regulations, corporate ethics, and the company internal rules in Japan and abroad in the execution of its management and business operation, and to ensure efficient and effective management through sound risk-taking, including verification of the appropriateness of risk-taking and minimization of risk.

Our Risk Management Committee (RMC) is headed by Chief Risk Management Officer, which CEO is in charge of. The objectives of RMC are to identify risks (Definition of risk means an uncertainty that might cause unexpected damages to the corporation.) for Sumida group effectively and efficiently and to prevent or avoid those risks as much as possible.

To make the RMC's discussions more effective, a risk survey is conducted every three years, and based on the results, a risk map is prepared based on the scale of damage and frequency of occurrence, which is used to promote business and inform management decision-making. We will conduct a risk survey and revise the risk map in 2025.

In addition, the CSR Committee identifies environmental risks and opportunities, including climate change, and discusses the progress of these efforts on an ongoing basis at least once a year.

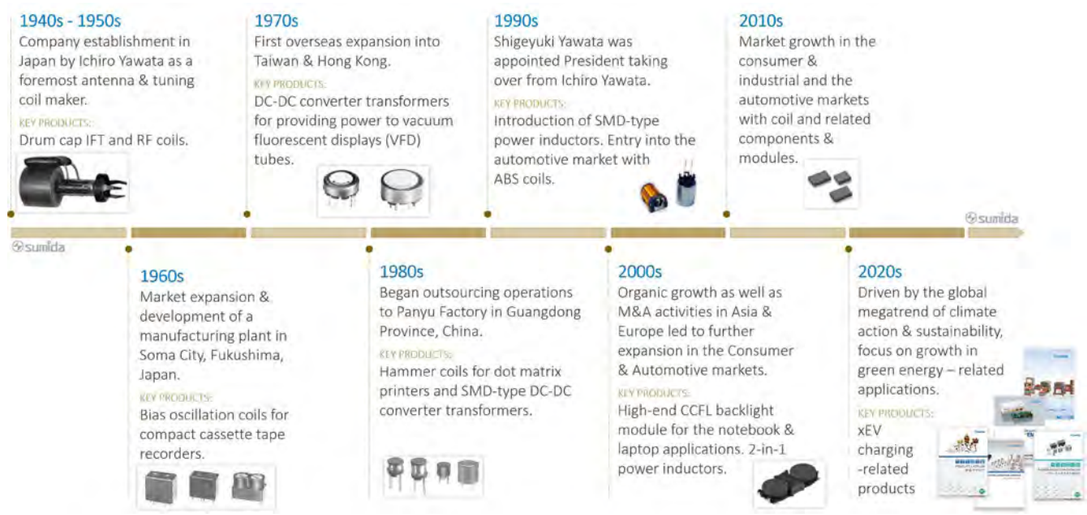
STRATEGY

We are working on disclosures in line with the TCFD recommendations. The risks and opportunities related to climate change which the CSR Committee identified are as follows.

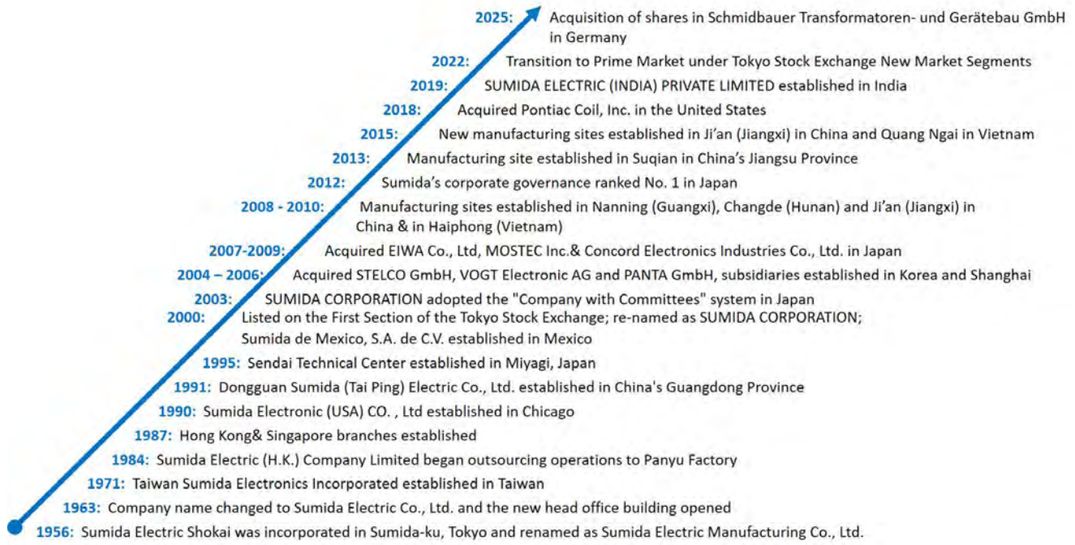
Climate-related Risks	Outline of Risks	Time Span
Flooding (coastal, fluvial, pluvial, groundwater)	Some SUMIDA group companies have flood risks. However, based on experiences, flood protection measures have been developed, implemented and are continuously being checked.	Long Term (4-10 years)
Changing customer behavior	Major customers of SUMIDA group have committed to ambitious carbon emission reduction targets in all 3 scopes of the GHG protocol. They are requesting us to define carbon emission reduction targets and action plans.	Mid Term (1-3 years)
Transition to increasing recycled content	Customers request us to increase the portion of recycled materials in our products due to the fact that GHG emissions usually are lower than in primary materials. Risks related to the realization of the customer requests are time and cost for qualification of existing and new products concerning the technical compliance of the parts produced with higher content of recycled materials.	Mid Term (1-3 years)
Carbon pricing mechanisms	Carbon pricing will have an impact on the cost position of our products because we expect cost increases of purchased goods and services and also cost increases in our own operations.	Mid Term (1-3 years)

Climate-related Opportunities	Outline of Opportunities	Time Span
Increased sales of existing products and services, and development of new products or services through R&D and innovation	Due to the global trend towards renewable energy systems like photovoltaic and wind energy and growing demand for new energy vehicles like electric vehicle and plug-in hybrid electric vehicles, increased demand for the products of SUMIDA group are generated in the area of components and modules for power conversion systems. SUMIDA group is actively cooperating with major customer to develop customer-specific products for new products and systems of the customers with a special focus on energy efficiency and low product carbon footprint.	Mid Term (1-3 years)
Use of recycling	Innovative product designs in cooperation with suppliers to increase the use of recycled materials.	Mid Term (1-3 years)

Historical Overview



Company History



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