Briefing Materials on the Financial Results for the First Half of the Year Ending March 2027

November 5, 2026

SANSHIN ELECTRONICS CO., LTD.
Toshiro Suzuki, Representative Director, CEO

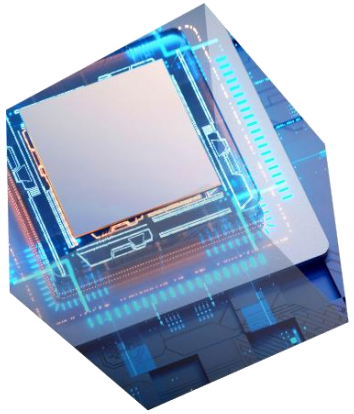
Business Activities

As a general electronics trading company committed to being “customers’ best partner,” Sanshin Electronics runs two major businesses: device business and solution business.

Device Business

— Addressing diversified market needs through a wide product lineup —

We cover a wide array of manufacturers, from both domestic and overseas major semiconductors/electronic parts makers all the way to emerging manufacturers that are currently developing products with excellent performance. In a time when market needs are constantly diversifying, we respond to our customers’ requests through a full lineup and detailed system of both domestic and overseas sales.



Solution Business

— Building up social infrastructures interconnected through ICT —

With information and telecommunications network at the core of our operations, we are committed to proposing and building up the optimal system to fit our customers’ needs. We provide our customers with a safe and reliable infrastructure through bundled services, including a support menu, after the system implementation.



I. Year Ending March 2027
Performance Summary for the First Half

First Half of the Year Ending March 2027
Consolidated Performance Summary (Unit: ¥100 million)

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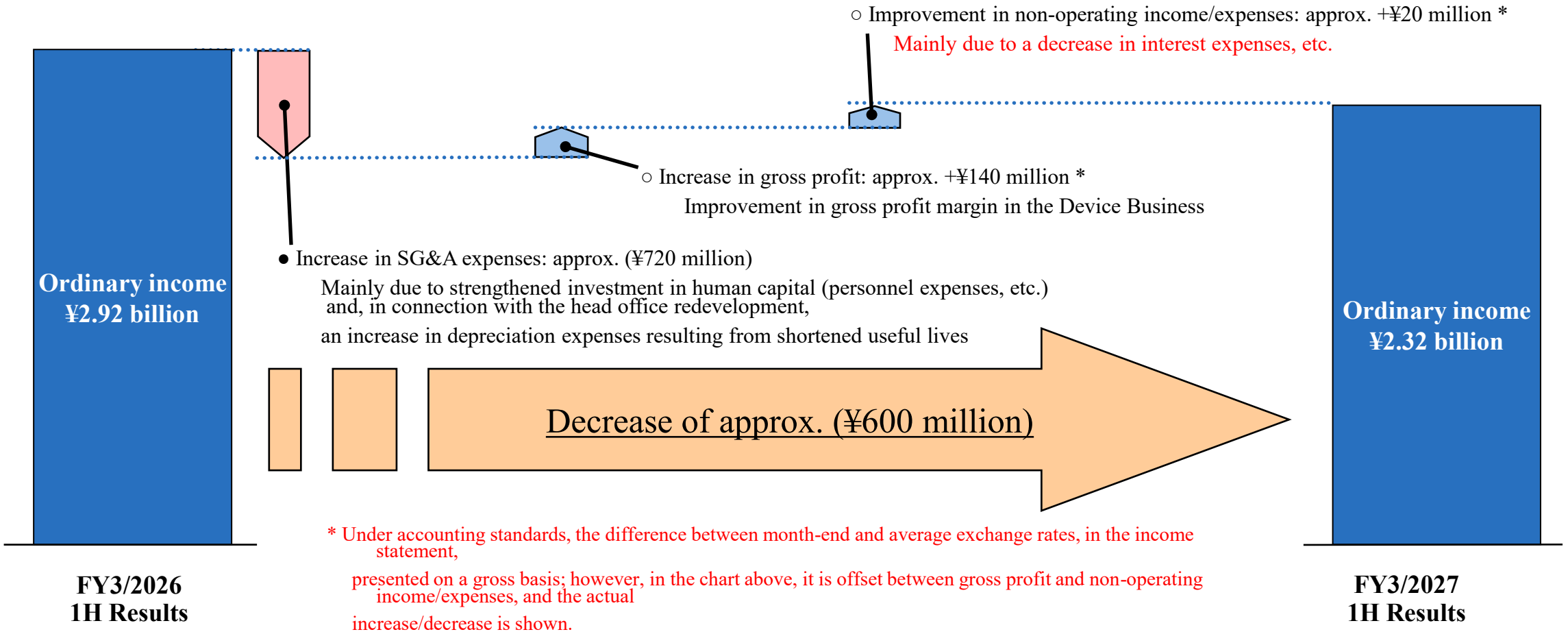
SANSHIN ELECTRONICS CO., LTD.

(¥100 million)	03/26 1st Half Result	03/27 1st Half Result	YoY Change	Forecast*	Achievement Ratio
Net Sales	**877.8**	**875.9**	**100%**	**860.0**	**102%**
Gross Profit on Sales	**89.5**	**90.0**	**101%**	**Not announced**	**–**
SG&A Expenses	**56.8**	**63.9**	**113%**	**Not announced**	**–**
Operating Profit	**32.7**	**26.1**	**80%**	**23.0**	**113%**
Ordinary Profit	**29.2**	**23.2**	**79%**	**20.0**	**116%**
Net Profit Attributable to Shareholders of Parent Company	**25.3**	**18.8**	**74%**	**16.0**	**118%**
ROE	**40円**	**40円**	**±0円**	**40円**	**–**
Exchange Rate (1 US dollar)	**¥146.04**	**¥159.39**	**¥13.35**	**Not announced**	**–**

*(1) Forecasts are the figures announced in the "Notice Regarding Consolidated Earnings Forecasts for Q2 (Interim Period) (Upward Revision)" (August 5, 2026)
*(2) For exchange rates, year-on-year comparisons show the increase/decrease

First Half of the Year Ending March 2027
Year-to-Year Comparison of Consolidated Ordinary Profit



* Under accounting standards, the difference between month-end and average exchange rates, in the income statement,
presented on a gross basis; however, in the chart above, it is offset between gross profit and non-operating income/expenses, and the actual
increase/decrease is shown.

First Half of the Year Ending March 2027
Consolidated Performance Summary by Segment (Unit: ¥100 million)

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- Device Business

  Net sales increased for overseas manufacturers but decreased for mechanical component manufacturers

  Due to higher SG&A expenses, net sales and profit decreased year on year

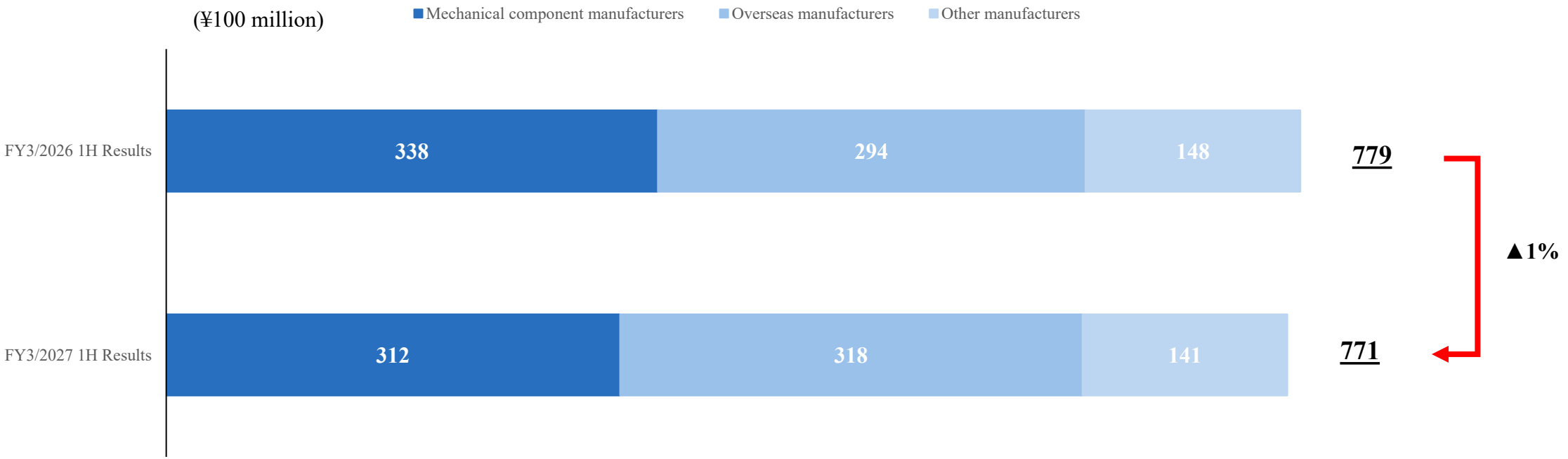
- Solution Business

  Against the backdrop of a favorable business environment, net sales remained solid except for the fire and disaster prevention business

  Gross profit margin fell short of the same period of the previous year, when SI fees surged with the acquisition of large-scale projects. Also due to higher SG&A expenses, net sales increased but profit decreased year on year

(¥100 million)	03/26 1st Half Result	03/27 1st Half Result	YoY Change
Net Sales			
Device Business	**779.5**	**770.7**	**▲1.1%**
Solution Business	**98.3**	**105.2**	**+7.0%**
Total	**877.8**	**875.9**	**▲0.2%**
Segment Profit			
Device Business	**14.4**	**12.0**	**▲16.7%**
Solution Business	**14.8**	**11.2**	**▲24.3%**
Total	**29.2**	**23.2**	**▲20.5%**

Year Ended March 2027
Consolidated Net Sales by Supplier in the Device Business



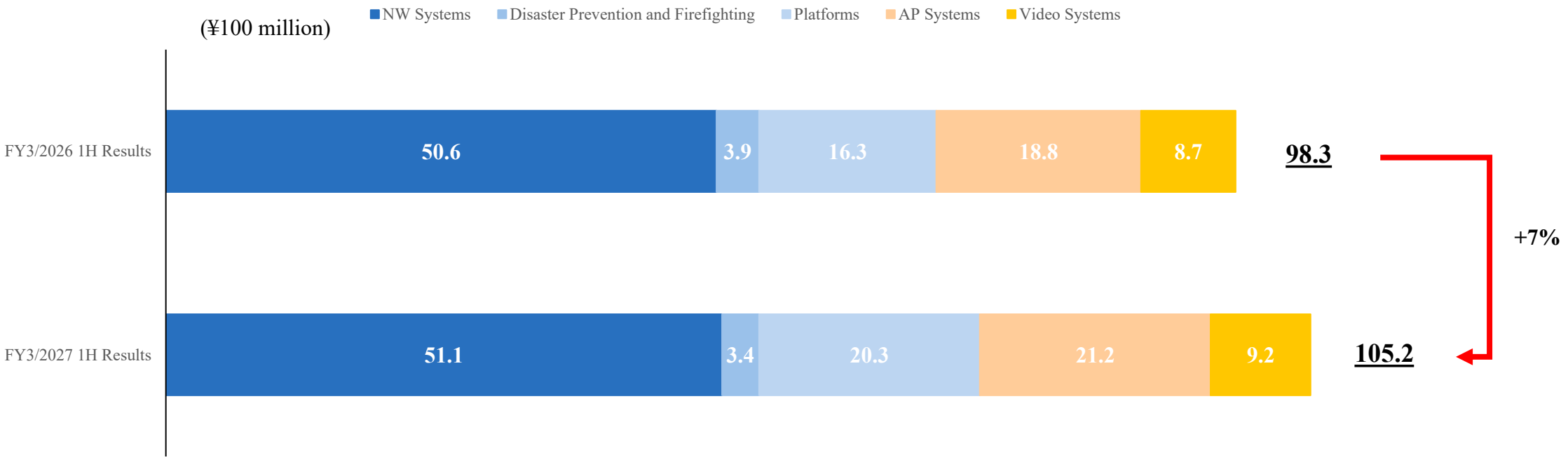
[Details of Year-on-Year Changes]

■ Mechanical component manufacturers (vs. previous period -8%)
- ● Decrease in connectors

■ Overseas manufacturers (vs. previous period +8%)
- ○ Increase in wireless/analog semiconductors, etc.

■ Other manufacturers (vs. previous period -9%)
- ● Decrease in automotive applications

Year Ended March 2027
Consolidated Net Sales by BU in the Solution Business



[Details of Year-on-Year Changes]

■ NW Systems (YoY +1%)
- ○ Increase driven by strong NW projects for major clients

■ Fire and Disaster Prevention (YoY (13%))
- ● Decrease in fire-fighting projects

■ Platforms (YoY +25%)
- ○ Increase in server-related sales

■ AP Systems (YoY +13%)
- ○ Increase in software development projects

■ Video Systems (YoY +6%)
- - Increase in streaming distribution projects

First Half of the Year Ending March 2027
Consolidated Financial Situation(Unit: ¥100 million)

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- Total assets were ¥80.7 billion, a significant decrease of (¥10.3 billion) from the end of the previous fiscal year due to decreases in trade receivables and non-current assets
- Interest-bearing debt was ¥13.2 billion, a change of (¥6.6 billion) from the previous fiscal year end, as debt was reduced using operating CF and asset sales; the D/E ratio was 0.29x
- Net assets were ¥45.9 billion, flat compared with the end of the previous fiscal year due to dividends and the effect of foreign currency translation adjustments, while the equity ratio was 56.7% due to the decrease in total assets
- Operating CF of ¥2.8 billion was secured, despite a decrease in trade payables, thanks to strong business performance and decreases in trade receivables and inventories

Balance Sheet

(¥100 million)

	FY Ended Mar. 25 Result (A)	FY Ended Mar. 26 Result (B)	B-A Increase/ Decrease	Q2 Ended Sept. 26 Result (C)	C-B Increase/ Decrease
Cash and deposits	93.6	96.8	3.2	78.3	-18.5
Accounts receivable	406.3	446.2	39.9	425.7	-20.6
Inventories	197.6	209.7	12.1	201.0	-8.8
Other assets	143.0	157.6	14.6	102.3	-55.3
Total assets	840.5	910.4	69.9	807.3	-103.1
Accounts payable	155.6	199.4	43.8	168.5	-30.9
Interest-bearing liabilities	241.2	197.5	△ 43.7	131.6	-65.9
Other liabilities	38.2	53.5	15.3	48.6	-4.9
Total net assets	405.5	460.0	54.4	458.5	-1.4
Total liabilities and net assets	840.5	910.4	69.9	807.3	-103.1
Equity ratio	48.2%	50.5%	2.3%	56.7%	6.2%

Statement of Cash Flows

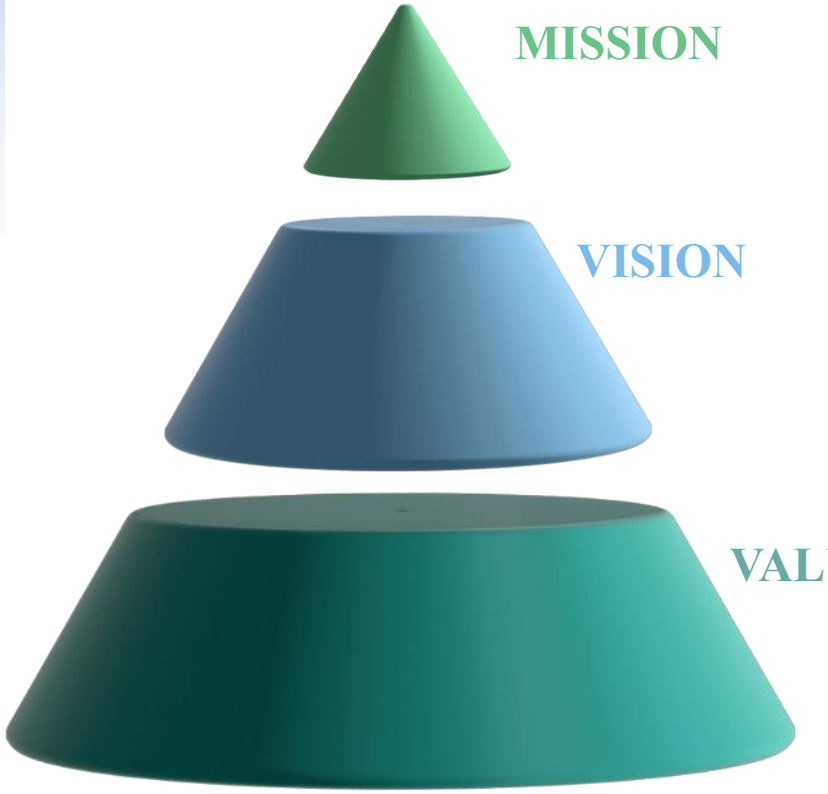
(¥100 million)

	FY Ended Mar. 25 Result	FY Ended Mar. 26 Result	H1 Ended Sept. 26 Result
Profit before income taxes	49.3	68.9	27.1
Decrease (increase) in accounts receivable-trade	-63.9	-20.8	15.6
Decrease (increase) in inventories	31.4	-5.8	7.4
Increase (decrease) in accounts payable-trade	23.3	32.9	-27.9
Other	-0.4	-18.2	5.6
Operating C/F	39.8	57.1	27.8
Investing C/F	-22.2	7.8	37.7
Financing C/F	-11.1	-65.9	-84.1
Foreign currency conversion adjustments	-0.8	4.3	0.1
Increase (decrease) in cash and deposits	5.7	3.2	-18.5
Balance of cash and deposits at term-end	93.6	96.8	78.3

II. V76 Medium-Term Management Plan and Review of Progress

Long-Term Corporate Vision

The Group believes that mutual understanding among a wide range of stakeholders and growing together will lead to sustainable growth in corporate value. To this end, the Group has formulated a long-term corporate vision as follows.



MISSION

We contribute to fulfilling lives for people and the development of society by exploring new possibilities in technology.

VISION

- Be a corporate Group that constantly improves its people, technology and wisdom so customers will choose us as their best solution partner
- Be a corporate Group that protects people's safety and security and supports comfortable and affluent modern living
- Be a corporate Group that is working toward a future with a sustainable global environment
- Be a corporate Group that all employees can work with pride, a sense of purpose a real feeling of growth and happiness

VALUE

Business creed (trust, principles, sincerity), Code of Conduct



V76 Medium-Term Management Plan

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SANSHIN ELECTRONICS CO., LTD.

V76 period　Three years from April 1, 2024 to March 31, 2027

V76 quantitative target　Formation of a business structure that achieves stable ROE of 8% or more

Final year of the V76 Medium-Term Management Plan (fiscal year ending March 31, 2027)	Ordinary profit	Net profit
	More than ¥5 billion	More than ¥3.5 billion

Aiming to exceed a price-to-book-value ratio of 1 through the following actions

- The Sanshin Electric Group expects cost of shareholders' equity of 8%
- The Group needs to upgrade its profit-earning and financial bases in order to raise return on equity (ROE) consistently above 8% since its operating profitability, stability and growth rate are low compared to competitors
- Expanding the equity spread by raising ROE while paring cost of shareholders' equity

Measures to achieve sustainable business growth and improve capital efficiency

1. Business strategies to improve profitability, stability and growth

2. Financial strategy
(1) Optimization of capital structure for both efficiency and safety
(2) Improving capital efficiency to improve profitability and create cash
(3) Appropriate resource allocation based on capital profitability

3. Policy on return of earnings to shareholders
Continuing distribution of dividends aiming for 50% payout ratio

×

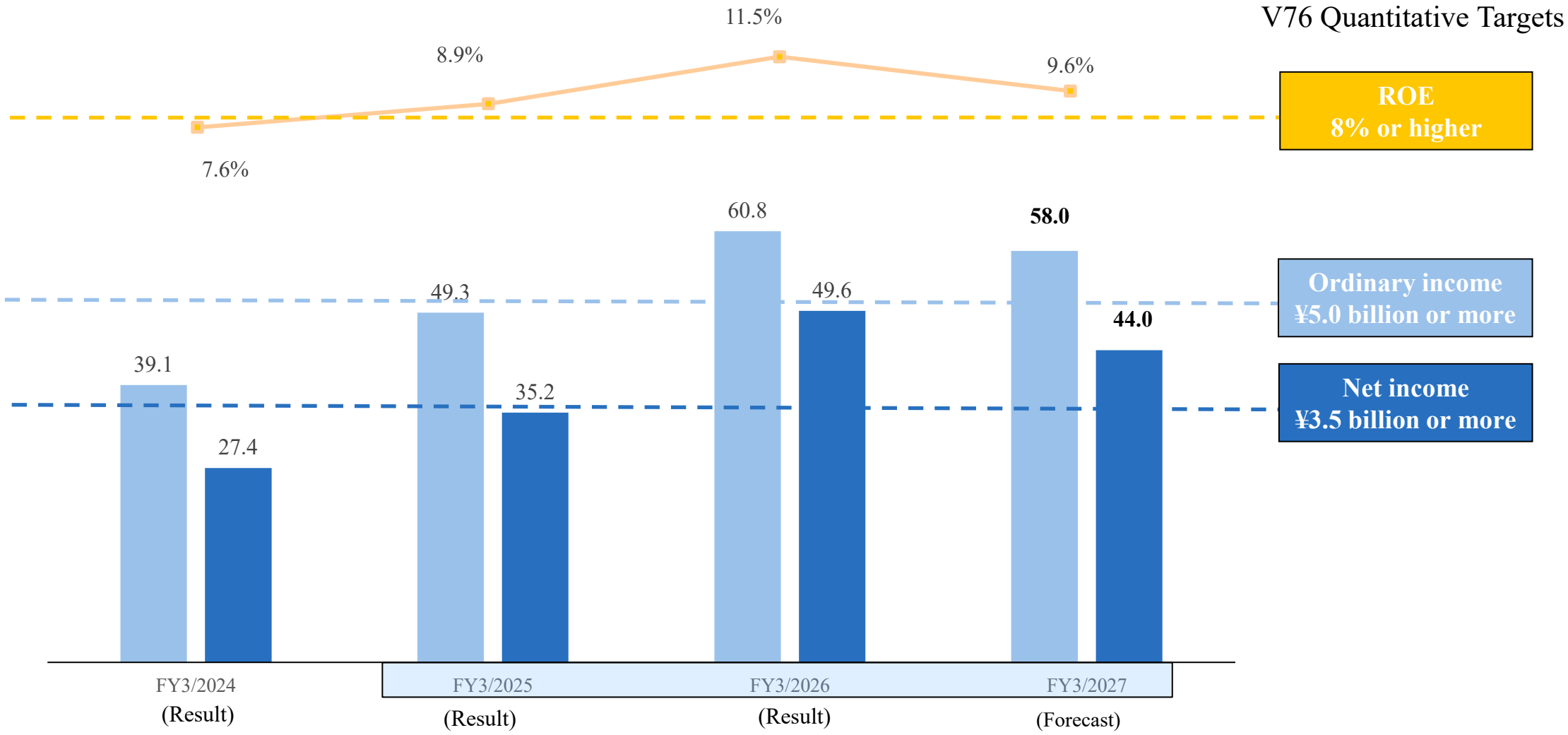
Efforts in sustainability

1. Advancement of human-capital management
(1) Support for career formation by leveraging the individual talents of a diverse workforce
(2) Proactive investment in hiring and training personnel to acquire strategic capabilities
(3) Improving labor productivity through advancement of DX and expanding creative activities

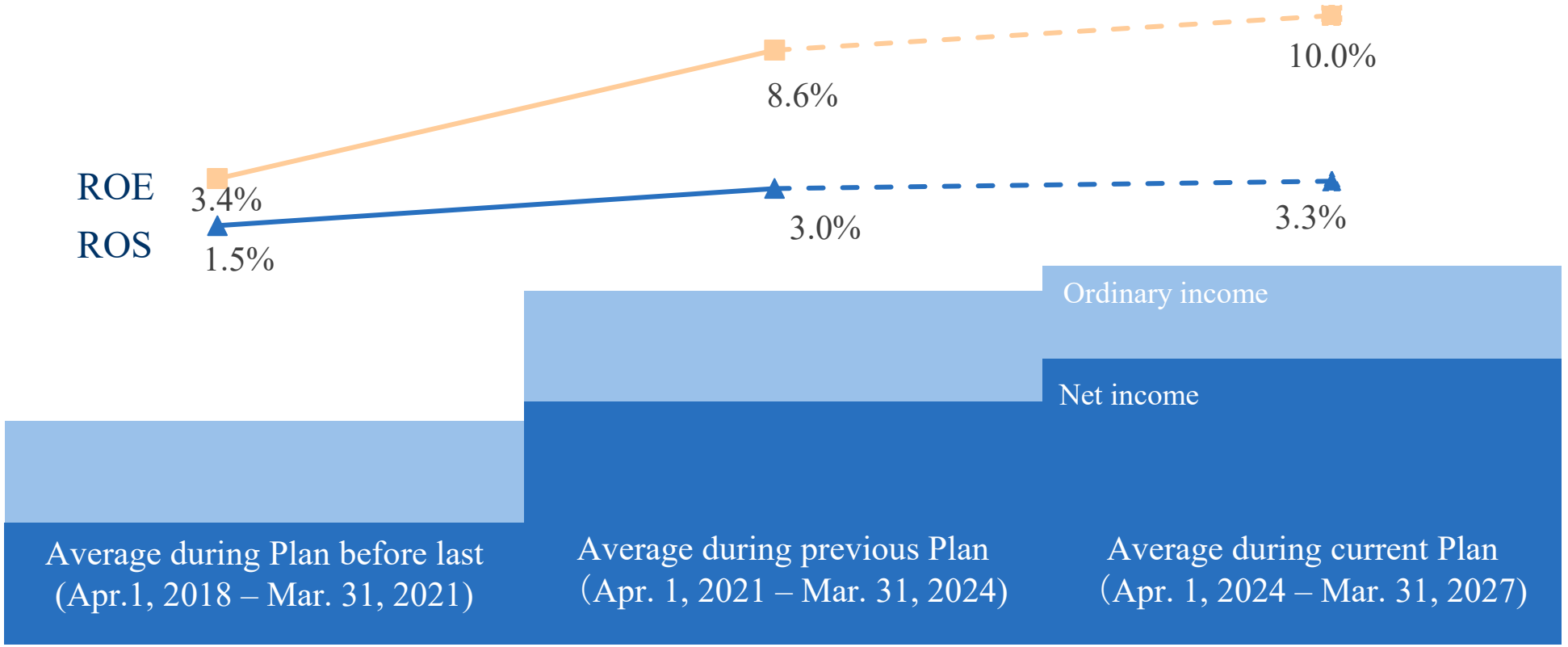
2. Advancing environmental management
Provision of disclosure in accordance with the TCFD Declaration and reduction of greenhouse-gas emissions

3. Strengthening of supervisory functions through the Audit & Supervisory Committee and Nomination & Remuneration Committee

Trend in Business Results for the V76 Medium-Term Management Plan



Trend in Business Results During Past Medium-Term Management Plans and Image of Current Plan



Ordinary profit	¥1.82 billion	¥4.33 billion	¥5.60 billion
Net profit	¥1.52 billion	¥3.03 billion	¥4.29 billion

Progress of Initiatives to Achieve Sustainable Business Growth and Improve Capital Efficiency

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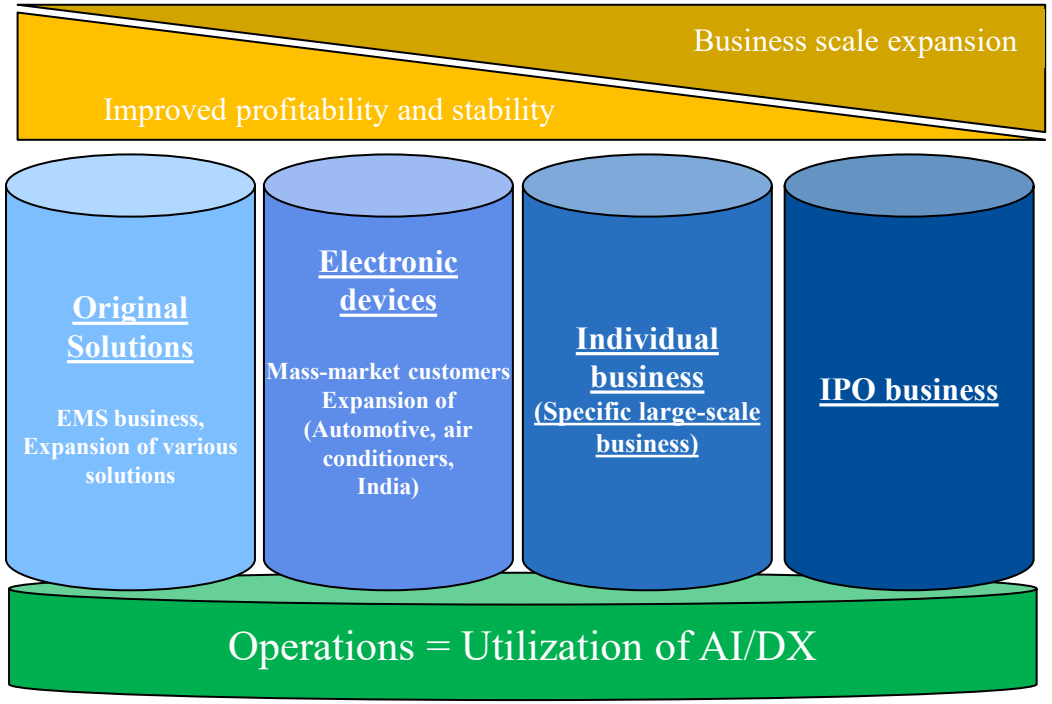
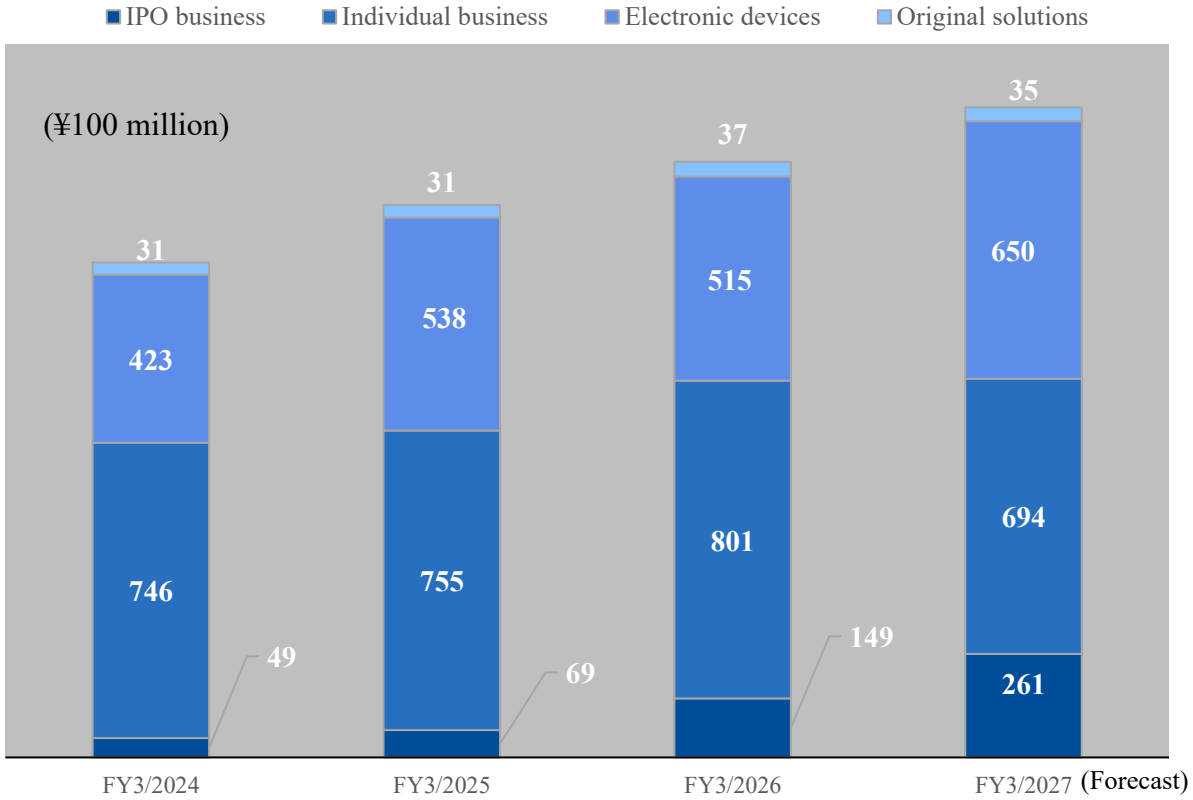
1. Business Strategies Contributing to Improved Profitability, Stability, and Growth (Device Business)

- Build a stable earnings base in the electronic device business
- Expand business scale by growing the IPO (*) business and individual business
- Improve overall business profitability by expanding original solutions
- Increase resources for sales activities and curb SG&A expenses through operational efficiency leveraging AI/DX

※International Procurement Office



Net sales by business



Progress of Initiatives to Achieve Sustainable Business Growth and Improve Capital Efficiency

1. Business Strategies Contributing to Improved Profitability, Stability, and Growth (Device Business)

	Strategic Goal	Status of Measures	Assessment
Measures to improve profitability Measures to improve stability	**(Electronic devices)** - Expanding sales to growth markets (Stabilizing the customer base) ⇒ Improved gross profit margin Reduction of non-operating expenses (CCC improvement) Improved customer/market balance **(Original solutions)** - Expansion of value-added business ⇒ Improved gross profit margin **(Common)** - Streamlining of operational tasks ⇒ Containment of SG&A expenses	**(Electronic devices)** - Organizational restructuring to strengthen sales expansion capabilities - Utilization of SFA and digital marketing ⇒ Optimal allocation of resources - Preparations to open a base in India (to respond to customers' full-scale shift to local procurement, and to capture business opportunities arising from the expansion of the air conditioner and automotive markets) **(Original Solutions)** - Establishment of a division dedicated to expanding the EMS business - Development of SiC modules for automotive applications, and development of motor/AI camera solutions development (investment including outsourcing) **(Common)** - Improving operational efficiency by promoting AI/DX ⇒ Increased administrative workload and staff shortages associated with the expansion of mass-market customers to cover	○
Measures to improve growth capability	- Expansion of business scale - Strategy for creating sustainable growth capability Building businesses	- Winning and expanding supply chain business (IPO) projects - Launch of initiatives in the physical AI field - Devices evolving from "components" to "the core of value creation" - ⇒ Use-case-driven proposals, bundled proposals of multiple devices, and provision of system/reference designs	○

Progress of Initiatives to Achieve Sustainable Business Growth and Improve Capital Efficiency

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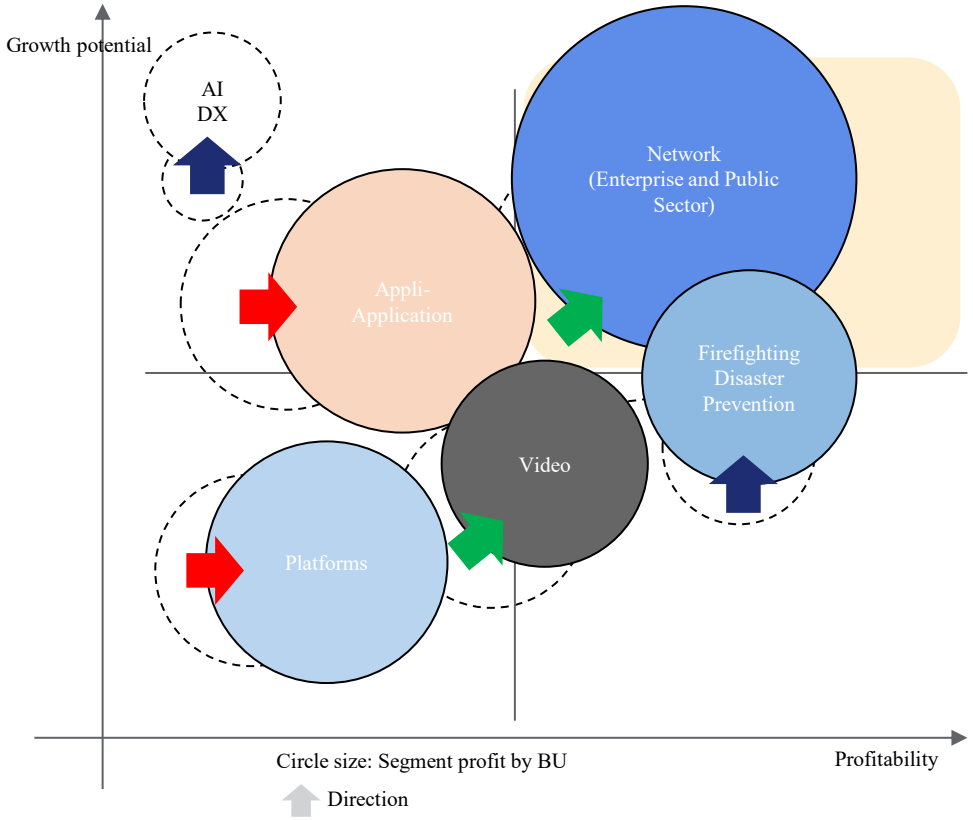
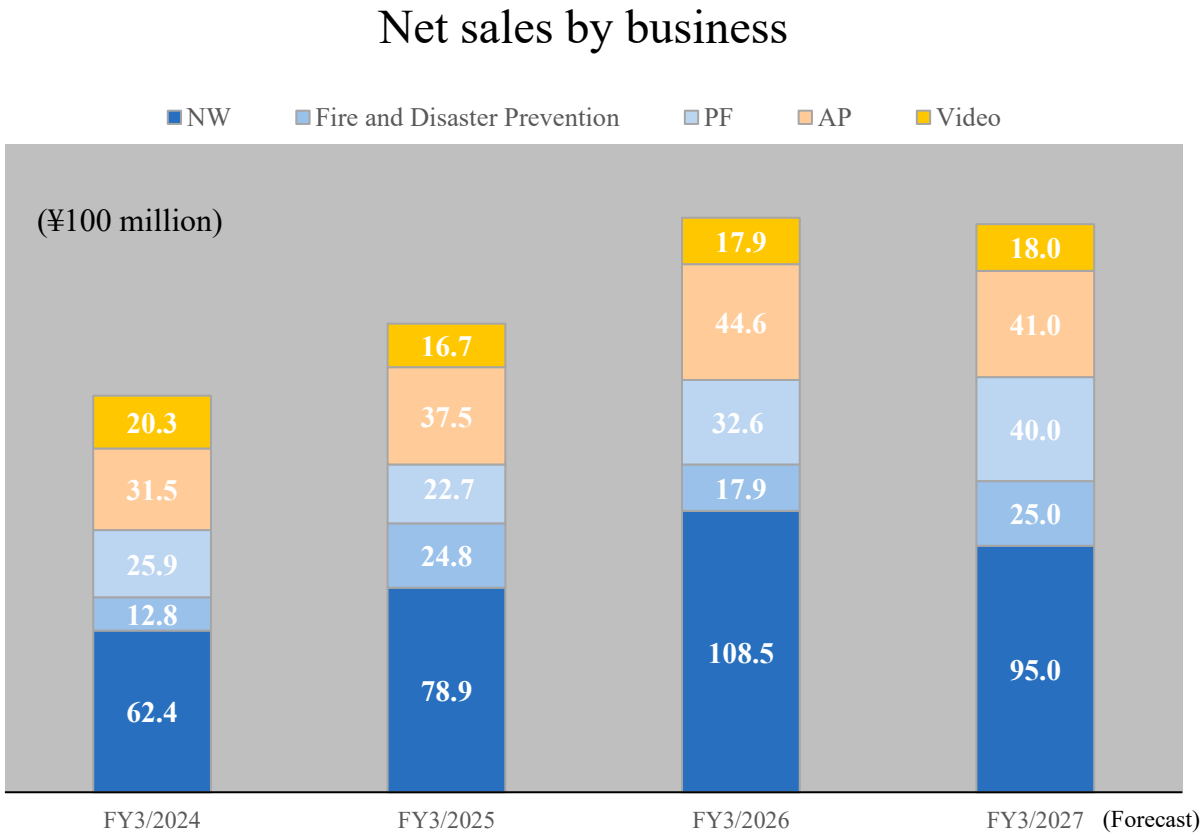
1. Business strategy contributing to improved profitability, stability, and growth potential (Solutions Business)

■ Improving the profitability of the Application BU and Platform BU
■ Stable growth of the Network Systems (NW) BU and Video BU
■ Securing medium- to long-term growth by expanding the coverage area of the Fire and Disaster Prevention BU and strengthening the customer base through new products such as AI/DX





Progress of Initiatives to Achieve Sustainable Business Growth and Improve Capital Efficiency

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1. Business strategy contributing to improved profitability, stability, and growth potential (Solutions Business)

	Strategic Goal	Status of Measures	Assessment
Measures to improve profitability	(Application) - Shift from scratch development to packages and services - Productivity improvement through the use of information and data (Platforms) - Provision of added value such as SI, operation and maintenance	(Application) - Strengthening collaboration with external partners - Shift to upstream projects and higher unit prices (Platform) - Expansion of high-performance servers and provision of value-added SI	◎
Measures to improve stability	(Network) - Maintaining the business for internal network infrastructure of enterprise/public sector customers - Continued response to technological advances in areas such as security (Video) - Capturing needs arising from changes in broadcasting formats and the expansion of video usage scenarios Capturing	(Network) - Rigorous project management and stronger proposals from upstream phases - Initiatives in new technologies in the AI/security fields (Video) - Expansion into the streaming market and the public safety market	◎
Measures to improve growth capability	(Fire and Disaster Prevention) - Expanding coverage area against the backdrop of growing disaster preparedness awareness (DX、AI) - Creation of new businesses through collaboration with startups	(Fire and Disaster Prevention) - Expansion into new areas for disaster prevention administrative radio and maintenance of the existing installed base - Collaboration with suppliers and securing engineers (DX、AI) - Strengthening the customer base by expanding sales of AI meeting-minutes tools - Accelerating initiatives for AI agents	◎

Progress of Initiatives to Achieve Sustainable Business Growth and Improve Capital Efficiency

2. Financial strategy

1) Optimizing the capital structure to balance efficiency and safety

- Maintain a certain level of equity to prevent increases in funding costs
- Restrain excessive accumulation of equity to improve capital efficiency

⇨ Target: Equity ratio of 40% or higher
(End of 9/26: 56.7%)

2) Improving asset efficiency to enhance profitability and generate cash

⇨ Improvement of CCC
(End of Sep. 2025: 103 days ⇒ End of Sep. 2026: 101 days)

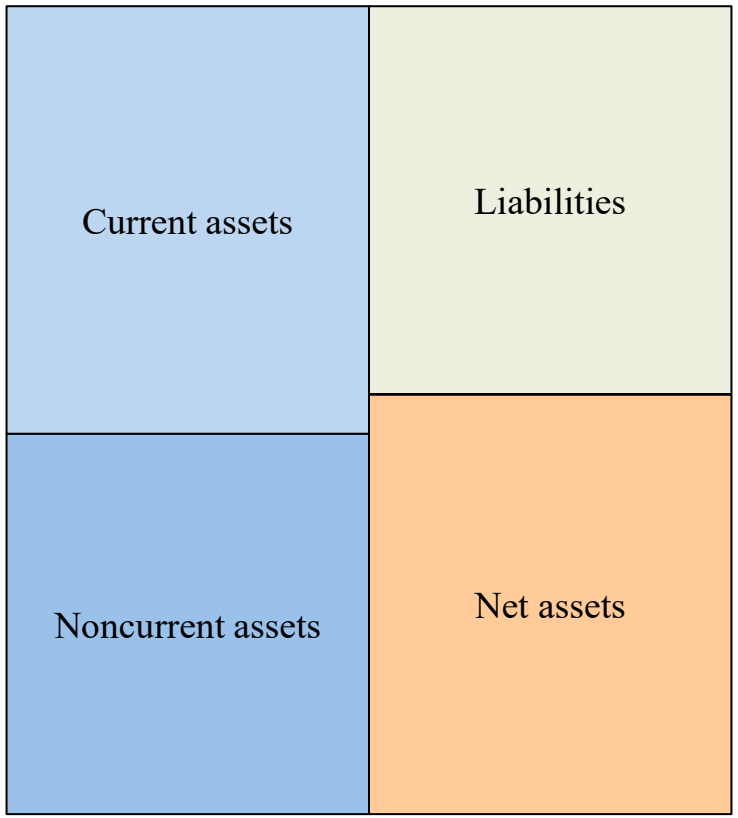
Current assets

(1) Optimizing cash and deposits balance
- Maintain a level equivalent to one month of sales

(2) Reduction of accounts receivable and inventory balances
- Accelerating collection of overdue accounts receivable
- Avoiding bad debts through rigorous credit protection
- Accelerating disposal of slow-moving inventory

Noncurrent assets

(3) Improving asset efficiency
- Review of investment securities holdings
  ⇒ Completed the sale of 10 issues during the V76 period
- Effective utilization/sale of real estate
  ⇒ Sale of the Osaka Branch in May 2025
  ⇒ Building adjacent to the head office to be sold in June 2026



Liabilities

(4) Increase in accounts payable balance
- Improvement in days payable outstanding

(5) Reduction of borrowings through improved fund efficiency
- Effective use of the Group's surplus funds
  ⇒ Implementation of intra-group loans with overseas subsidiaries

Net assets

(6) Optimizing the level of equity
- Capital policy

(7) Expanding profits to generate cash
- Securing funds for business investment
- Promoting human capital management
- Shareholder returns

Progress of Initiatives to Achieve Sustainable Business Growth and Improve Capital Efficiency

3. Shareholder return policy

As described in "IV. Shareholder Returns" below

Status of Sustainability Measures

1. Promoting human capital management

- Improving organizational performance by empowering diverse talent
- Investment in recruitment and development to acquire the capabilities needed to realize our strategy
- Continuity of human capital investment, including wages and workplace environment, and KPI management
- Quantitative management of engagement/organizational culture

(Future Challenges)

- Linking human capital KPIs with business results
- Future vision of the talent portfolio

2. Promoting environmental management

Continued disclosure in line with TCFD recommendations and implementation of initiatives to reduce greenhouse gas (GHG) emissions

3. Strengthening supervisory functions through the Audit and Supervisory Committee and the Nomination and Remuneration Committee

- Transitioned to a company with an Audit and Supervisory Committee (from June 2024)

III. Full-Year Business Forecast for the Year Ending March 31, 2027

Year Ending March 2027 Full-Year Business Forecast(1)

三信電気株式会社
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- Net sales are expected to increase YoY due to growth in the Device Business in the second half
- In terms of profit, a reactionary decline in the Solutions Business, which posted record-high profit from winning large public sector projects and other factors, as well as strengthened human capital investment and
  expenses arising from strengthened human capital investment and the redevelopment of the head office building, among other factors, resulting in an expected YoY decrease in profit

(¥100 million)	03/23 Result	03/24 Result	03/25 Result	03/26 Result	03/27 Forecast	YoY Change
Net Sales	**1,611.1**	**1,402.0**	**1,573.4**	**1,723.7**	**1,860.0**	**108%**
Gross Profit on Sales	**168.8**	**155.5**	**165.5**	**184.4**	**193.0**	**105%**
SG&A Expenses	**100.3**	**98.0**	**107.6**	**115.3**	**130.0**	**113%**
Operating Profit	**68.5**	**57.5**	**57.9**	**69.1**	**63.0**	**91%**
Ordinary Profit□	**55.1**	**39.1**	**49.3**	**60.8**	**58.0**	**95%**
Net Profit Attributable to Shareholders of Parent Company	**38.3**	**27.4**	**35.2**	**49.6**	**44.0**	**89%**
ROE□	**11.8%**	**7.6%**	**8.9%**	**11.5%**	**9.6%**	**▲1.9p**
Exchange Rate (1 US dollar)	**¥135.49**	**¥144.62**	**¥152.56**	**¥150.77**	**¥145.00**	**▲¥5.77**

* For ROE and exchange rates, the YoY column shows the change

Year Ending March 2027 Full-Year Business Forecast(2)

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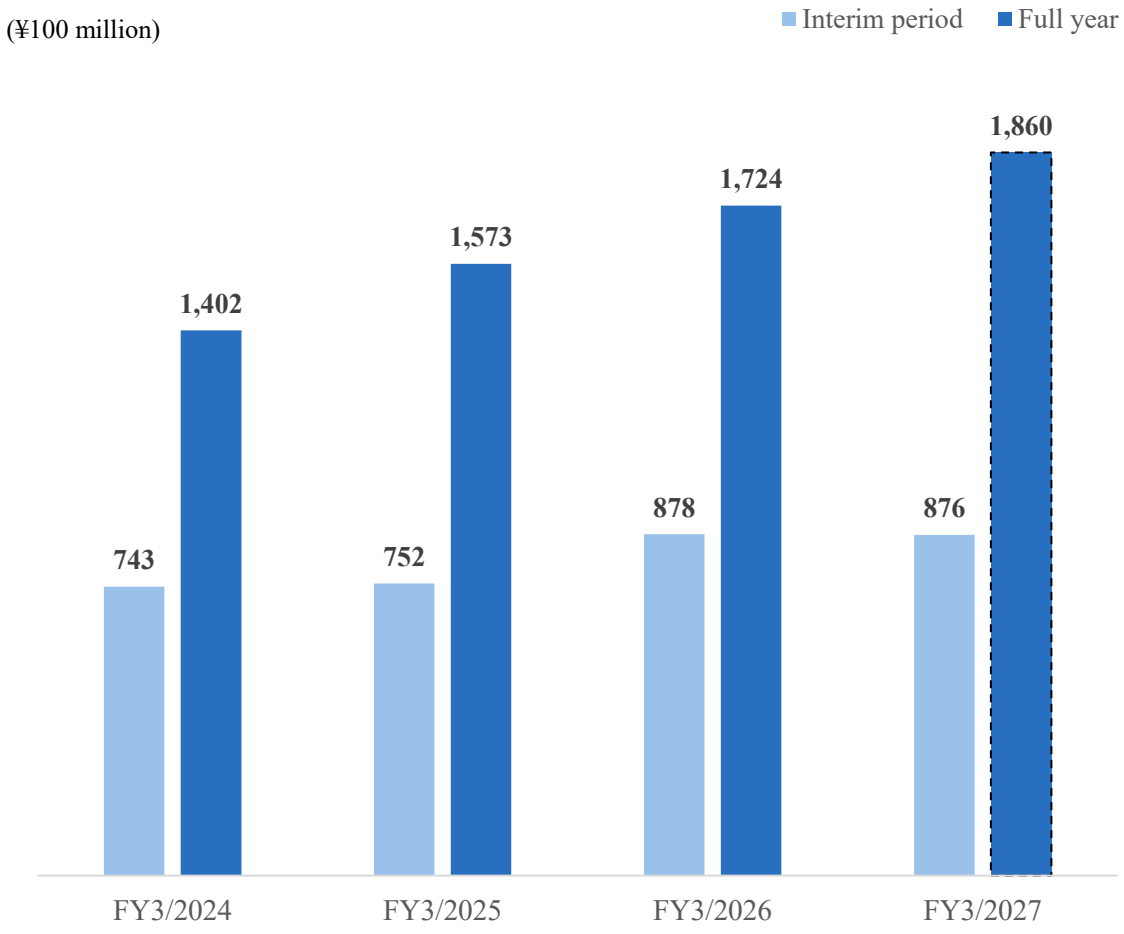
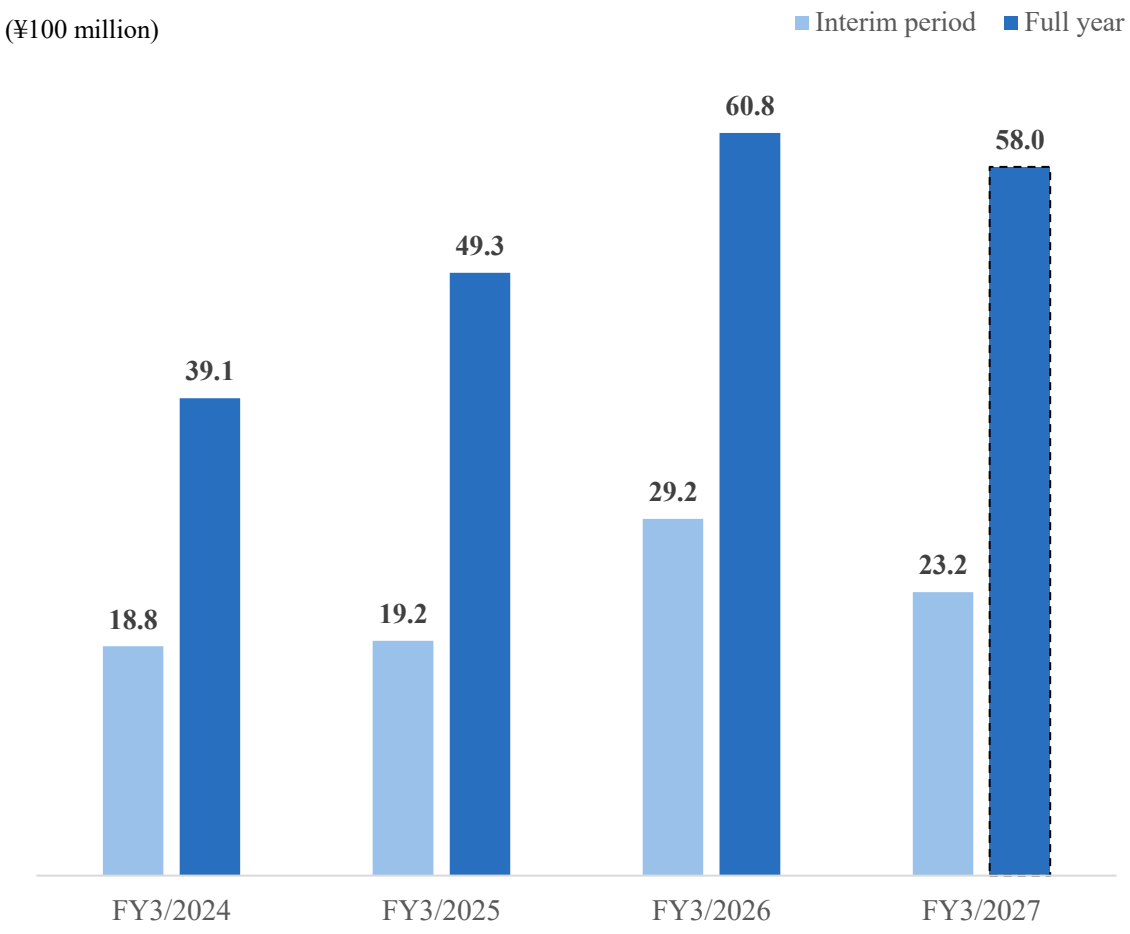
Net sales

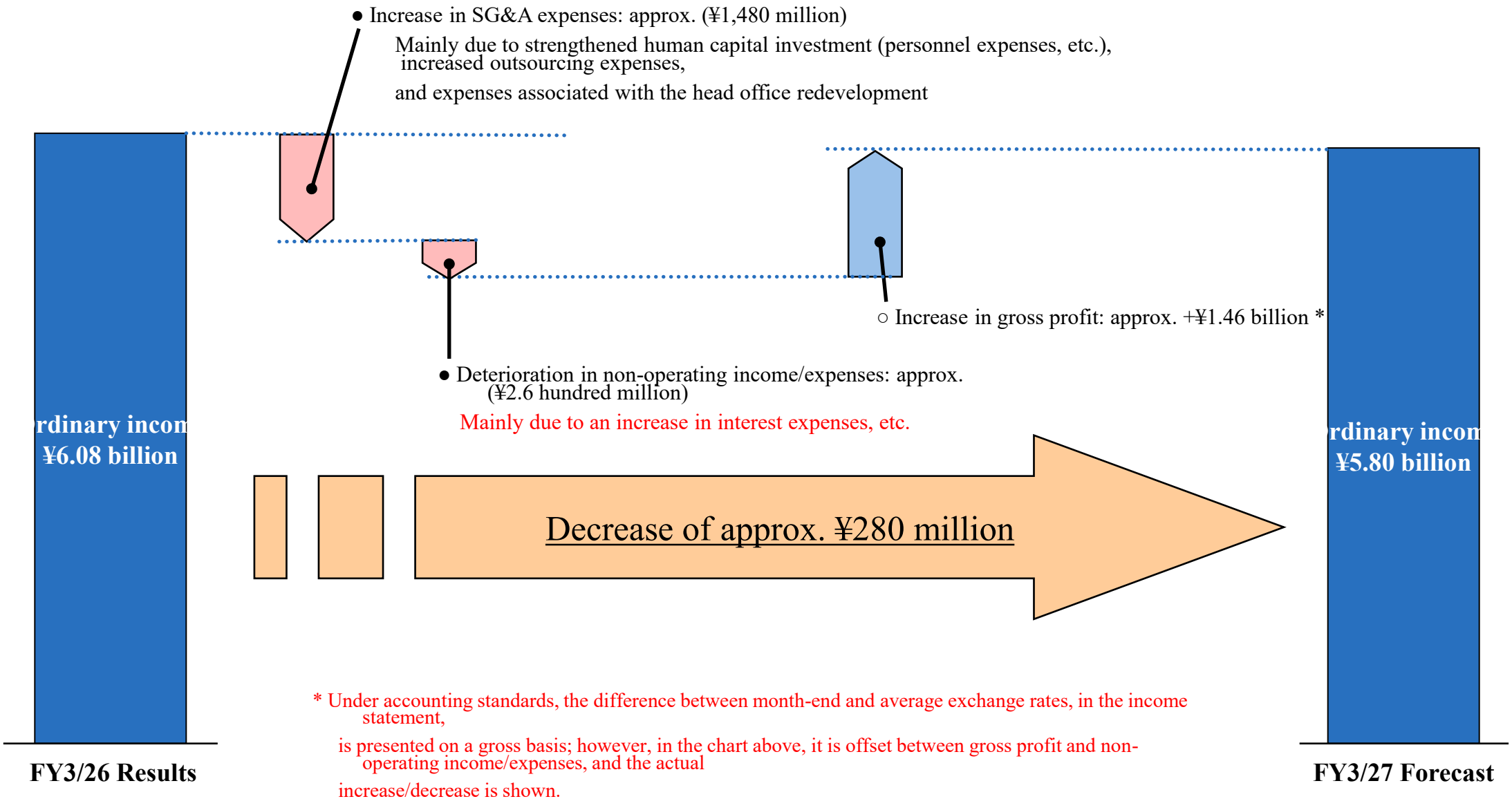


Ordinary income



* Full-year figures for FY3/27 are forecasts

Year Ending March 2027
Year-to-Year Comparison of Consolidated Ordinary Profit



* Under accounting standards, the difference between month-end and average exchange rates, in the income statement,
is presented on a gross basis; however, in the chart above, it is offset between gross profit and non-operating income/expenses, and the actual
increase/decrease is shown.

Year Ending March 2027 Full-Year Business Forecast by Segment

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- Device Business

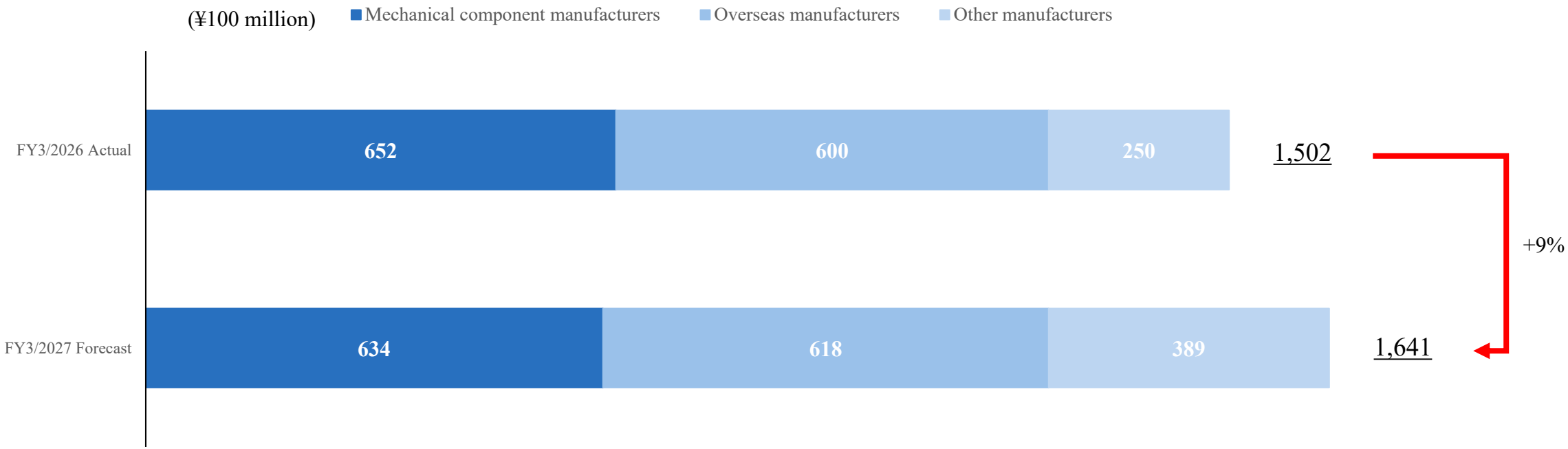
Higher sales and profit YoY due to increased sales for mobile applications and growth in the IPO business

- Solution Business

Net sales are expected to be flat, but the gross profit margin will fall short of the previous fiscal year, when SI fees surged due to winning large projects. Combined with higher SG&A expenses, lower sales and profit YoY

(¥100 million)	03/26 Result	03/27 Forecast	YoY Change
Net Sales			
Device Business	**1,502.2**	**1,641.0**	**+9.2%**
Solution Business	**221.5**	**219.0**	**▲1.1%**
Total	**1,723.7**	**1,860.0**	**+7.9%**
Segment Profit			
Device Business	**26.9**	**32.0**	**+18.8%**
Solution Business	**33.8**	**26.0**	**▲23.1%**
Total	**60.8**	**58.0**	**▲4.6%**

Year Ending March 2027
Consolidated Net Sales by Supplier in the Device Business



[Details of YoY Changes]

■ Mechanical component manufacturers (YoY (3%))

- ● Overall decrease except for mobile applications

■ Overseas manufacturers (YoY +3%)

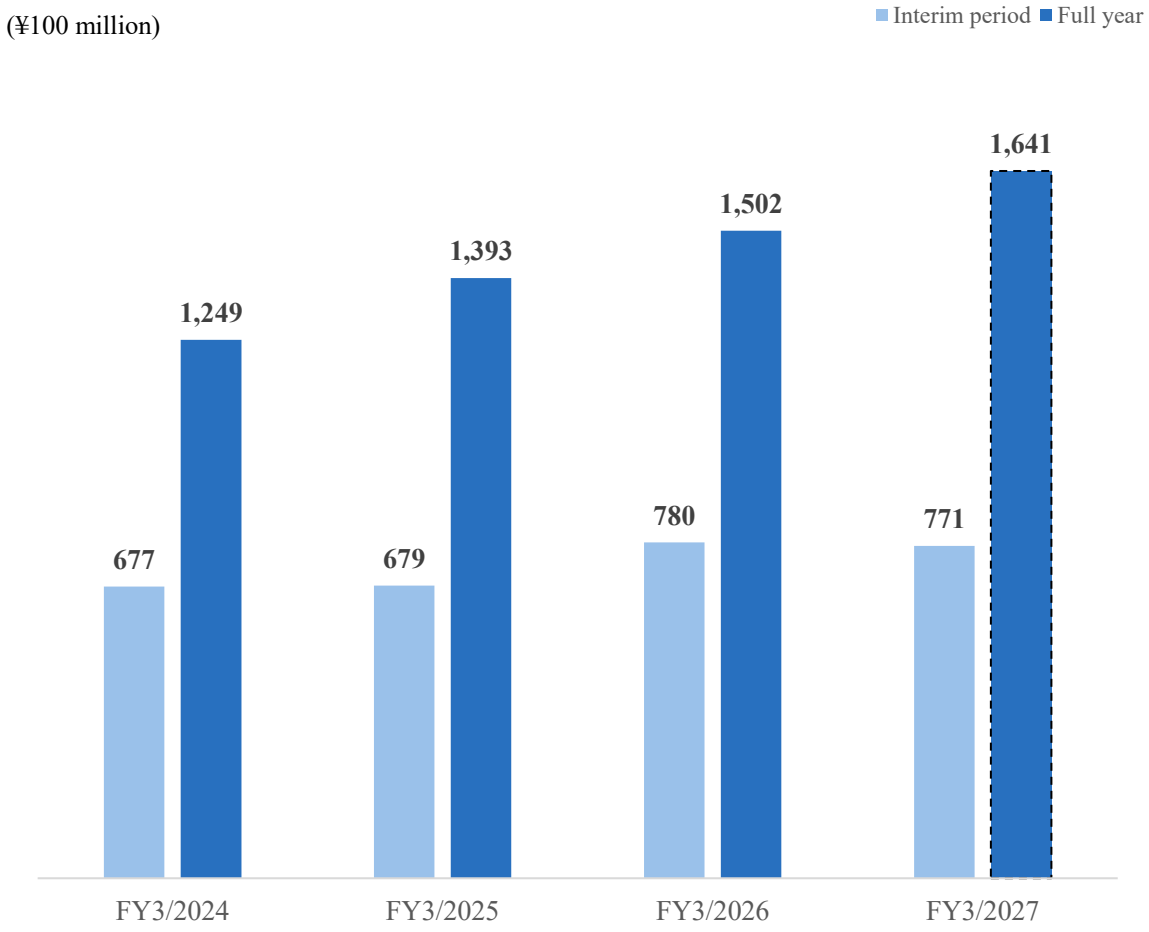
- ○ Increase in wireless/analog semiconductors, etc.

■ Other manufacturers (YoY +56%)

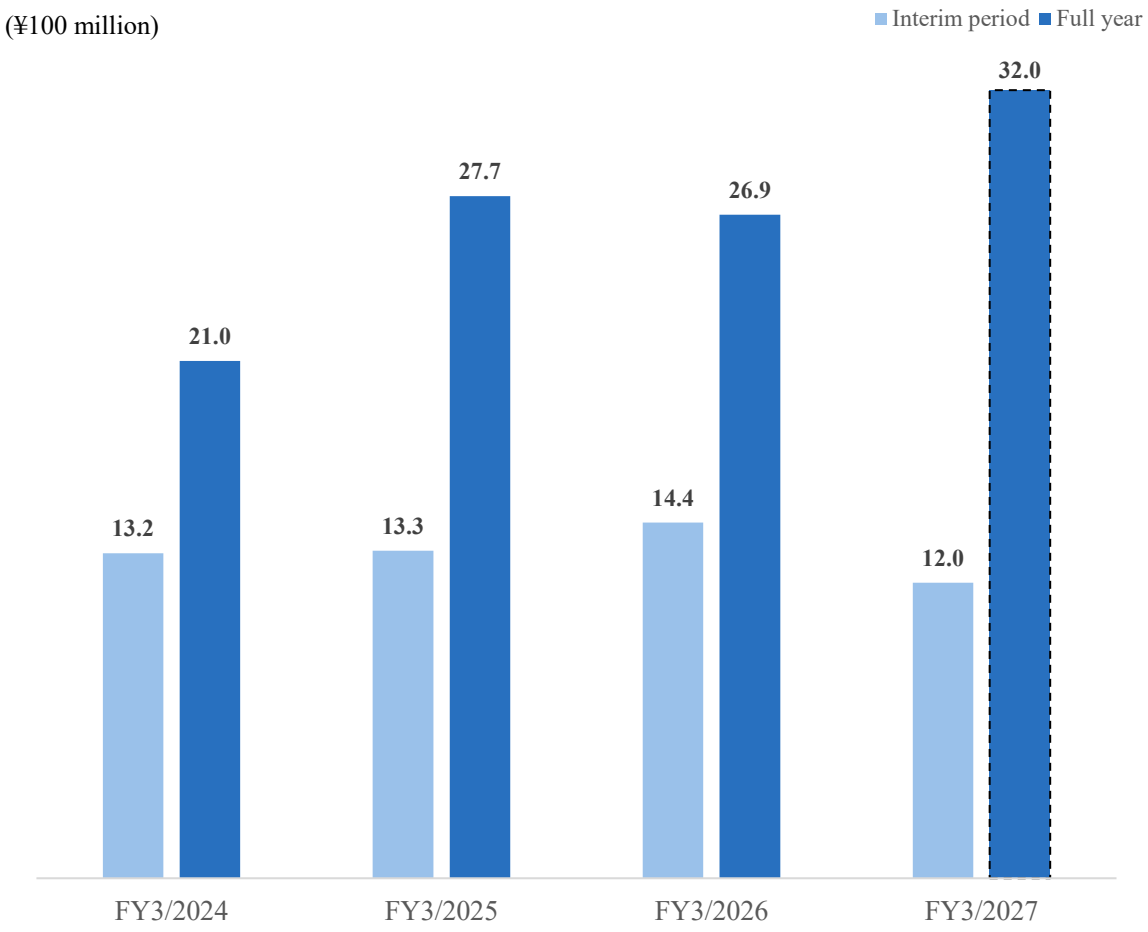
- ○ Increase due to expansion of the IPO business

Year Ending March 2027 Full-Year Forecast by Segment / Device Business

Net sales

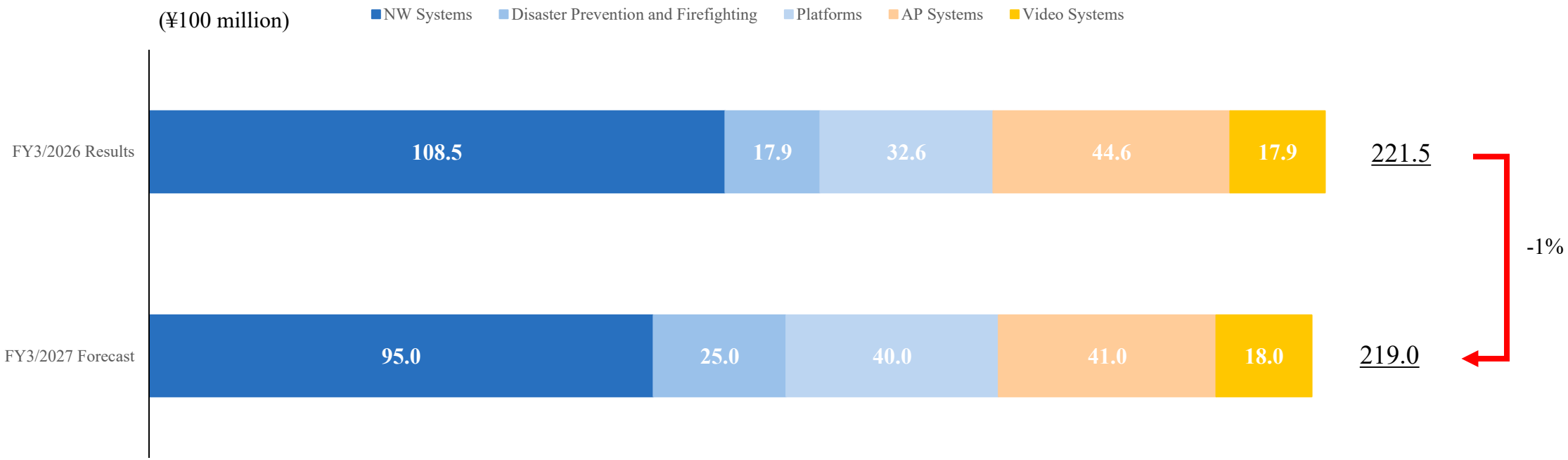


Segment profit



* Full-year figures for FY3/27 are forecasts

Year Ending March 2027
Consolidated Net Sales by BU in the Solution Business



[Details of YoY Changes]

■ NW Systems (YoY (12%))

● Despite a favorable market environment, unable to offset the absence of large public sector projects from the previous fiscal year

■ Fire and Disaster Prevention (YoY +40%)

○ Increase due to renewals by existing customers and new project wins

■ Platforms (YoY +22%)

○ Increase in server-related sales

■ AP Systems (YoY (8%))

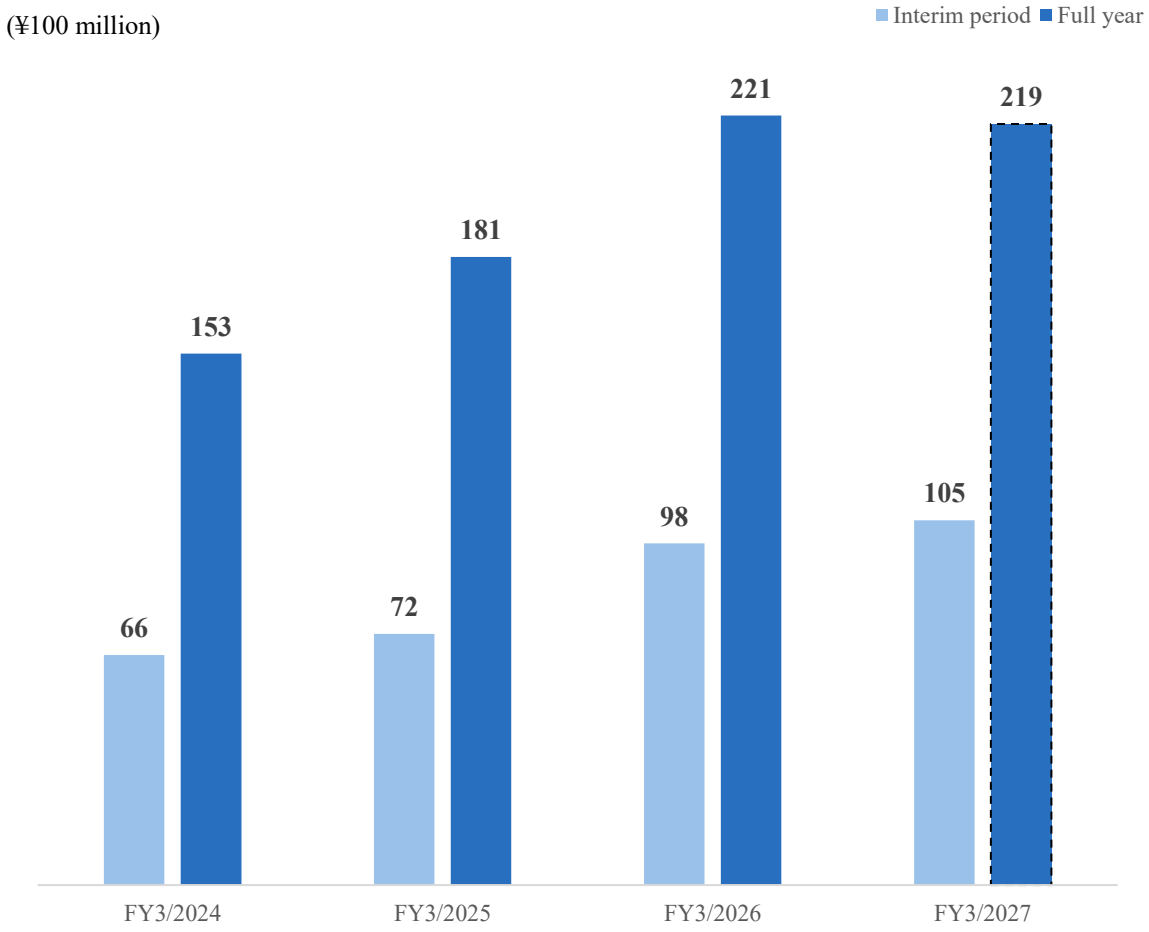
● Decrease in software development projects

■ Video Systems (YoY +1%)

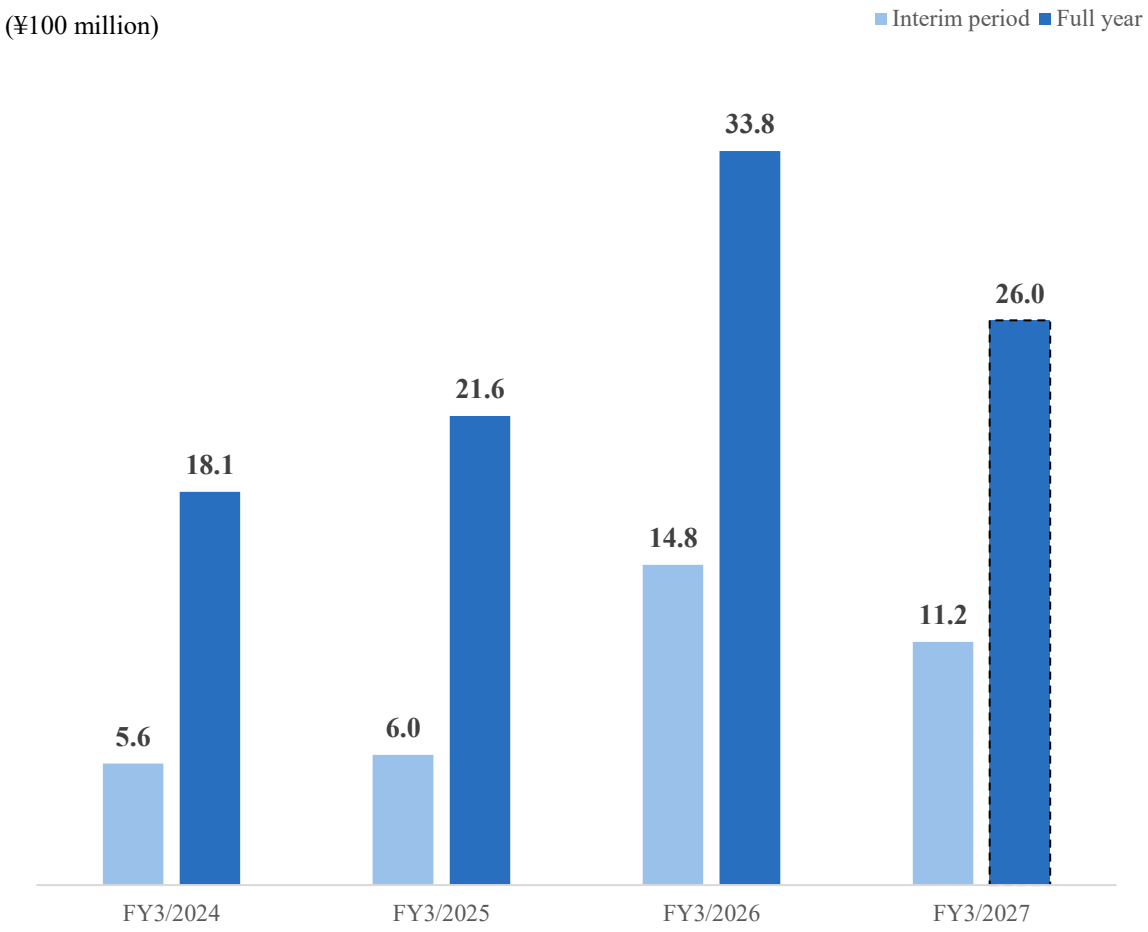
○ Increase in streaming distribution projects

Year Ending March 2027 Full-Year Forecast by Segment / Solutions Business

Net sales



Segment profit



* Full-year figures for FY3/27 are forecasts

Year Ending March 2026
Consolidated Financial Situation(Unit: ¥100 million)

三信電気株式会社
SANSHIN ELECTRONICS CO., LTD.

- Total assets are expected to be ¥89.0 billion, a change of (¥2.0 billion) from the previous fiscal year, as decreases in cash and deposits and non-current assets will offset an increase in trade receivables
- Interest-bearing debt is expected to be ¥19.0 billion, a change of (¥0.8 billion) from the previous fiscal year; although working capital will increase, debt will be reduced through operating cash flow and asset sales, with a D/E ratio of 0.42x expected
- Net assets are expected to be ¥45.4 billion, a change of (¥0.6 billion) from the end of the previous fiscal year due to dividends and the impact of foreign currency translation adjustments, with the equity ratio expected to remain at the same level as the previous fiscal year at 50.9%
- Operating cash flow is expected to be approximately ¥3.1 billion, absorbing a ¥1.4 billion increase in working capital, supported by continued solid business performance

Balance Sheet

(¥100 million)

	FY Ended Mar. 25 Result (A)	FY Ended Mar. 26 Result (B)	B-A Increase/ Decrease	FY Ending Mar. 27 Forecast (C)	C-B Increase/ Decrease
Cash and deposits	93.6	96.8	3.2	90.0	△ 6.8
Accounts receivable	406.3	446.2	39.9	455.0	8.8
Inventories	197.6	209.7	12.1	210.0	0.3
Other assets	143.0	157.6	14.6	135.0	△ 22.6
Total assets	840.5	910.4	69.9	890.0	△ 20.4
Accounts payable	155.6	199.4	43.8	195.0	△ 4.4
Interest-bearing liabilities	241.2	197.5	△ 43.7	190.0	△ 7.5
Other liabilities	38.2	53.5	15.3	50.9	△ 2.6
Total net assets	405.5	460.0	54.4	454.1	△ 5.9
Total liabilities and net assets	840.5	910.4	69.9	890.0	△ 20.4
Equity ratio	48.2%	50.5%	2.3%	50.9%	0.4%

Statement of Cash Flows

(¥100 million)

	FY Ended Mar. 25 Result	FY Ended Mar. 26 Result	FY Ending Mar. 27 Forecast
Profit before income taxes	49.3	68.9	61.9
Decrease (increase) in accounts receivable-trade	△ 63.9	△ 20.8	△ 8.8
Decrease (increase) in inventories	31.4	△ 5.8	△ 0.3
Increase (decrease) in accounts payable-trade	23.3	32.9	△ 4.4
Other	△ 0.4	△ 18.2	△ 17.0
Operating C/F	39.8	57.1	31.4
Investing C/F	△ 22.2	7.8	28.1
Financing C/F	△ 11.1	△ 65.9	△ 40.6
Foreign currency conversion adjustments	△ 0.8	4.3	△ 25.8
Increase (decrease) in cash and deposits	5.7	3.2	△ 6.8
Balance of cash and deposits at term-end	93.6	96.8	90.0

IV. Return to Shareholders

Dividends

● Policy on Profit Distribution

The Company positions returning profits to shareholders as one of its key management priorities.

Regarding dividends, our basic policy is to target a consolidated payout ratio of around 50% and to determine dividends by considering the balance among returning profits to shareholders, investments to capture growth opportunities, retained earnings to enable sustainable growth, and improvement of capital efficiency.

● Dividend Forecast for FY3/2027

Annual dividend per share of ¥170 (interim dividend: ¥40, year-end dividend: ¥130), consolidated payout ratio of 47.7%

		03/23 Result	03/24 Result	03/25 Result	03/26 Result	03/27 Forecast	YoY Change
Annual Dividend Per Share	Midterm	¥30	¥35	¥30	¥40	¥40	—
	Term-end	¥105	¥70	¥105	¥150	¥130	-20
	Total	¥135	¥105	¥135	¥190	¥170	-20
Consolidated dividend payout ratio		43.5%	47.3%	47.4%	47.4%	47.7%	+0.3%

Change in Return to Shareholders

三信電気株式会社
SANSHIN ELECTRONICS CO., LTD.

	03/22 Term Result	03/23 Term Result	03/24 Term Result	03/25 Term Results	03/26 Term Results	03/27 Term Forecast
(1) Consolidated net profit	¥2,525 million	¥3,833 million	¥2,740 million	¥3,522 million	¥4,955 million	¥4,400 million
(2) Comprehensive profit	¥4,204 million	¥4,788 million	¥5,831 million	¥3,366 million	¥7,215 million	-
(3) Consolidated equity ratio	42.1%	43.5%	48.5%	48.2%	50.5%	50.9%
(4) Total dividends (Dividend per share)	¥1,232 million (¥100)	¥1,666 million (¥135)	¥1,297 million (¥105)	¥1,667 million (¥135)	¥2,347 million (¥190)	¥2,100 million (¥170)
(5) Consolidated payout ratio	48.8%	43.5%	47.3%	47.4%	47.4%	47.7%
(6) Value of treasury stock acquired (Number of shares acquired)	¥15.74 billion (7 million shares)	-	-	-	-	TBD
(7) Total payout ratio (4+6)÷1	672.3%	43.5%	47.3%	47.4%	47.4%	TBD
(8) Cancellation of treasury stock	8,000 thousand shares	-	-	-	-	3,567 thousand shares
(9) Total number of shares issued (excluding treasury stock) at fiscal year end	16,281 thousand shares (12,183 thousand shares)	16,281 thousand shares (12,192 thousand shares)	16,281 thousand shares (12,203 thousand shares)	16,281 thousand shares (12,231 thousand shares)	16,281 thousand shares (12,243 thousand shares)	12,714 thousand shares (12,354 thousand shares)
(10) Net profit per share	¥171.12	¥314.43	¥224.66	¥288.20	¥404.89	¥359.40
(11) Net assets per share	¥2,514.04	¥2,803.65	¥3,138.10	¥3,310.15	¥3,751.84	¥3,709.18

*1) Total dividends include dividends on shares held by the trust related to the performance-linked stock compensation plan for directors (excluding outside directors).
In addition, the actual results for FY3/2022 include a commemorative dividend of ¥20 per share.
2) Net income per share is calculated based on the average number of shares outstanding during the period (excluding treasury stock).
3) Net assets per share are calculated based on the total number of shares outstanding at the end of the period (excluding treasury stock).
4) Net income per share and net assets per share in the FY3/2027 forecast are calculated based on the total number of shares outstanding as of the end of September 2026 (excluding treasury stock).



Trust

Business cannot succeed without trust.
It begins and ends with trust.

Principles

Do not just pursue profit,
But act based on principles, which can be realized
Through self-discipline.

Sincerity

Always act sincerely.
Rise to the challenge head-on.

* Notes on Handling This Document

Forward-looking statements in this document, including earnings forecasts, are projections based on information currently available and are not intended as a commitment by the Company to achieve them. Actual results may differ significantly from the forecasts due to various factors. The principal factors that may affect actual results include the following:

- Economic conditions and consumer trends in Japan, North America, Asia, and other regions
- Production trends and product development of customers
- Supply conditions and product development of suppliers
- Price declines due to intensified competition
- Significant fluctuations in foreign exchange rates, etc.