

SUMIDA CORPORATION

Consolidated Performance Briefing
<FY2025 4Q & Full Year ended December 31, 2025>

February 9, 2026

[Note on translation]

This is a translation of the original Japanese document and provided for informational purpose only.
If there are any discrepancies between this and the original, the original Japanese document prevails.

1. FY2025.4Q & Full-Year Performance Results
2. FY2026 Performance / Dividend Forecast
3. The New Mid-Term Business Plan 2026-2028
 - ✓ Review of the current plan
 - ✓ Vision to 2035
 - ✓ Mid-Term Business Plan 2026-2028
4. Appendices

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Revenue	Full year	147.1	billion yen	(YoY +2.2%)
Operating profit	Full year	7.4	billion yen	(YoY +64.8%)

4Q	39.1	billion yen	(YoY +13.6%)
4Q	1.9	billion yen	(YoY +378.8%)

Increased revenue and profit.

Revenue increased slightly YoY.

Profit increased significantly, partly reflecting the radical improvement in our cost structure at the end of last year.

The effects of the acquisition of Schmidbauer on our financial results are a 1.2 billion yen increase in revenue and a 0.1 billion yen increase in operating profit.

Progress in major initiatives to lower the breakeven point:

- ✓ Business structural reform in Europe was completed as planned.
- ✓ Measures to optimize manufacturing overhead costs in China also progressed as planned.

(Implemented continuously over three years from FY2024 to FY2026)

About the U.S. tariff policy (hereafter, "Trump tariff policy")

Its direct impact remains limited. On the other hand, its indirect impact, including a decline in demand for finished products, remains a concern.

Financial Results (Revenue by Market / Region / Green Energy-related Revenue)



(billion yen)

By region		By market		Green energy-related revenue			
	FY25.4Q YoY			FY25.4Q YoY		FY25.4Q YoY	
Asia	15.4	+2.2%	Automotive	21.5	+8.2%	xEV - Automotive	4.9 +0.4%
North America	8.4	+18.7%	Industrial	11.1	+17.7%	Industrial - xEV Quick charger, Solar energy, energy storage, etc.	5.1 -4.3%
Europe	15.2	+24.7%	CE*	6.4	+27.0%	Total	10.0 -2.0%
Total	39.1	+13.6%	Total	39.1	+13.6%	Green Energy-related Revenue Ratio	25.8% -4.1pt

Asia	↗	<ul style="list-style-type: none"> Revenue in the automotive market increased to 9.4 billion yen (YoY +7.5%) because of steady ICE-related demand and despite the sluggish growth in xEV-related demand. Revenue in the industrial market increased to 2.6 billion yen (YoY +3.2%), partly reflecting the recovery of the factory automation (FA) market as a whole, in addition to the growth in demand for xEV quick chargers. Revenue in the consumer electronics (CE) market decreased to 3.3 billion yen (YoY -10.9%) due to a slowdown in demand related to mobile phones and AI-equipped PCs.
North America	↗	<ul style="list-style-type: none"> Revenue in the automotive market increased to 2.6 billion yen (YoY +4.1%) despite the sluggish growth in xEV-related demand, offset by steady ICE-related demand. Revenue in the industrial market dropped slightly, to 3.6 billion yen (YoY -3.1%), partly reflecting the special demand in the previous fiscal year, although demand for energy storage-related products and xEV quick chargers remained steady. Revenue in the CE market increased significantly, to 2.1 billion yen (YoY +155.9%), as a result of steady demand related to mobile phones.
Europe	↗	<ul style="list-style-type: none"> Revenue in the automotive market increased to 9.4 billion yen (YoY +10.2%) as a result of steady demand related to ICE and xEV. Revenue in the industrial market increased significantly, to 4.8 billion yen (YoY +54.1%), partly reflecting Schmidbauer becoming a part of the Group and the growth in demand for xEV quick chargers. Revenue in the CE market increased to 0.9 billion yen (YoY +88.3%).

Green energy-related	↘	<ul style="list-style-type: none"> The industry market, including rapid chargers, solar power, and storage batteries, saw growth. The integration of Schmidbauer added new product applications such as wind power. However, partly due to a rebound from the previous year, total revenue decreased slightly to 10.0 billion yen (YoY -2.0%). The Green Energy-related Revenue Ratio declined to 25.8% (YoY -4.1 pt).
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* CE: Consumer Electronics * ICE: Internal Combustion Engine * The above quantitative data are management accounting values. * Revenue by Location of Group Sales Companies.

The business environment will remain highly uncertain.

We will proceed with the "Made in Market" strategy and the diversification of revenue sources while monitoring future market trends.

<p>Environment</p>	<p>The business environment remains uncertain due to geopolitical risks. The U.S. economy remains relatively resilient. In China, the government provides subsidies for durable consumer goods to facilitate the recovery of domestic demand, but their effects have decreased. In Europe, it appears it will be some time before a full-scale recovery is achieved due to uncertain factors including the results of negotiations with the U.S. regarding tariffs. Germany will begin reintroducing full-scale EV subsidies in 2026 and other EU nations will also enhance their subsidies. Accordingly, it is expected there will be a recovery in the EV area.</p>														
<p>Impacts/Risks</p>	<p>We will continue to monitor the impact of the Trump tariffs.</p> <table border="1" data-bbox="377 686 2466 1025"> <thead> <tr> <th data-bbox="377 686 606 743">Category</th> <th data-bbox="606 686 2058 743">Details</th> <th data-bbox="2058 686 2466 743">Impact on the Group</th> </tr> </thead> <tbody> <tr> <td data-bbox="377 743 606 801">Direct impact</td> <td data-bbox="606 743 2058 801">✓ Trades in which the Group directly pays the tariff</td> <td data-bbox="2058 743 2466 801">Minor</td> </tr> <tr> <td data-bbox="377 801 606 896">Indirect impact</td> <td data-bbox="606 801 2058 896"> ✓ If additional costs reflecting the tariff are passed on to consumers: Possibility of a decline in final demand ✓ If they are passed on to companies: Pressure to cut prices in each phase of the supply chain </td> <td data-bbox="2058 801 2466 896">Potential impact exists.</td> </tr> <tr> <td data-bbox="377 896 606 1025">Other</td> <td data-bbox="606 896 2058 1025"> ✓ Impact of trade and import restrictions enacted by the U.S., which are based on the U.S. government's policies toward China ✓ Impact of exchange rate fluctuations on profitability </td> <td data-bbox="2058 896 2466 1025">Potential impact exists.</td> </tr> </tbody> </table>			Category	Details	Impact on the Group	Direct impact	✓ Trades in which the Group directly pays the tariff	Minor	Indirect impact	✓ If additional costs reflecting the tariff are passed on to consumers: Possibility of a decline in final demand ✓ If they are passed on to companies: Pressure to cut prices in each phase of the supply chain	Potential impact exists.	Other	✓ Impact of trade and import restrictions enacted by the U.S., which are based on the U.S. government's policies toward China ✓ Impact of exchange rate fluctuations on profitability	Potential impact exists.
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<p>Response</p>	<ul style="list-style-type: none"> ✓ Responding flexibly to customers by leveraging the “Made in Market” system that enables design, manufacturing, and sales to be completed within each region Improving the breakeven point further (such as by optimizing indirect personnel in China and further restricting expenses) ✓ Diversification of revenue sources (expansion and horizontal deployment of the businesses of Schmidbauer, which became a subsidiary in Q4 of FY2025) ✓ Pass-through the increase to customers ✓ Development of growth markets 														

Consolidated Statement of Profit or Loss



		FY24 4Q Actual (A)	FY25 3Q Actual (B)	4Q Actual (C)	YoY (C/A)	QoQ (C/B)	FY24 Actual (D)	FY25 Actual (E)	YoY (E/D)	FY25 Forecast* ¹ (F)
Revenue	M.JPY	34,442	36,906	39,117	+13.6%	+6.0%	143,978	147,194	+2.2%	144,000
Operating Profit	M.JPY	407	2,124	1,950	+378.8%	-8.2%	4,513	7,439	+64.8%	7,000
Profit before income taxes	M.JPY	-389	1,454	1,201	N/A	-17.4%	1,295	4,830	+272.9%	4,080
Net profit* ²	M.JPY	-651	1,009	941	N/A	-6.8%	590	3,618	+512.4%	3,200
Earnings per share (EPS)* ³	JPY	-19.70	30.54	28.47	N/A	-6.8%	17.96	109.47	+509.5%	96.83
OP margin		1.2%	5.8%	5.0%	+3.8pt	-0.8pt	3.1%	5.1%	+1.9pt	4.9%
Net profit margin		-1.9%	2.7%	2.4%	+4.3pt	-0.3pt	0.4%	2.5%	+2.1pt	2.2%

Exchange Rate USD / JPY* ⁴	JPY	149.67	146.79	152.73	+2.0%	+4.0%	150.95	149.85	-0.7%	145.00
EUR / JPY	JPY	162.04	170.83	177.70	+9.7%	+4.0%	163.78	168.03	+2.6%	159.50
CNY / JPY	JPY	20.98	20.49	21.48	+2.4%	+4.8%	20.97	20.81	-0.7%	20.40
HKD / JPY	JPY	19.24	18.74	19.64	+2.1%	+4.8%	19.34	19.23	-0.6%	18.60
Copper Price* ⁵	USD/ton	9,178	9,792	11,100	+20.9%	+13.4%	9,144	9,939	+8.7%	9,500

*¹ Disclosed on February 7, FY2025 Forecast.

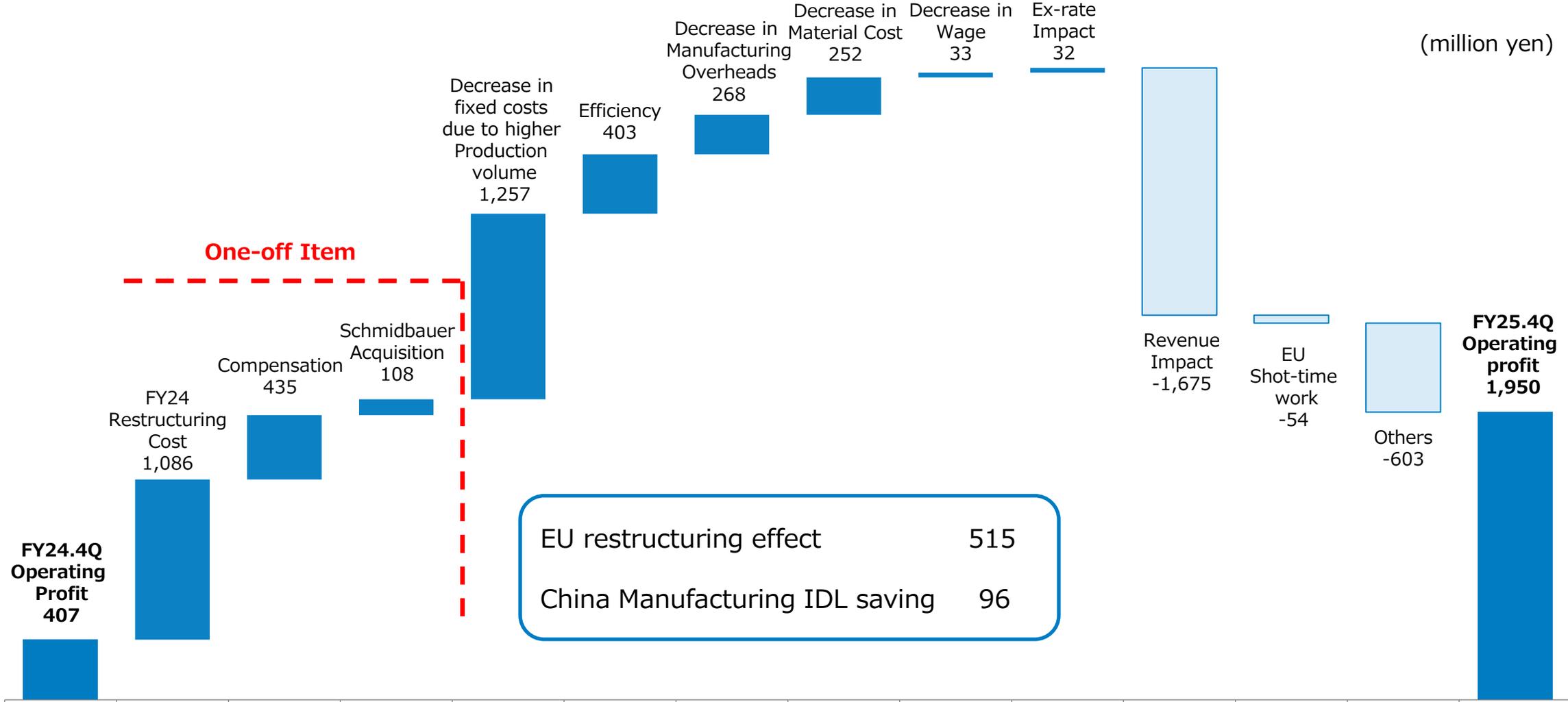
*² Profit Attributable to Owners of Parent

*³ Basic earnings per share

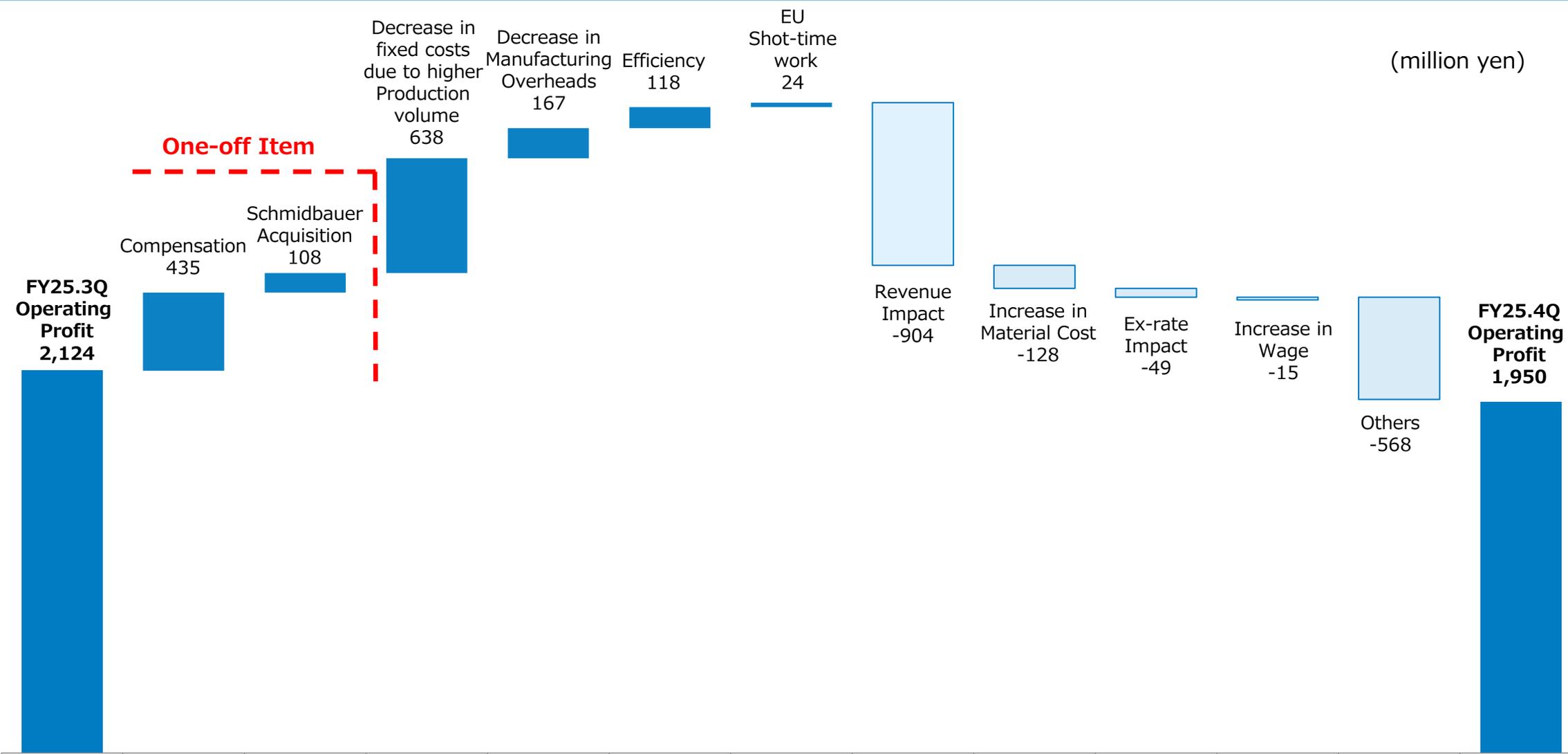
*⁴ Average exchange rate during the period

*⁵ LME prices (simple average of monthly averages for the target period) LME: London Metal Exchange

Operating Profit Bridge Analysis - FY2024.4Q vs FY2025.4Q -



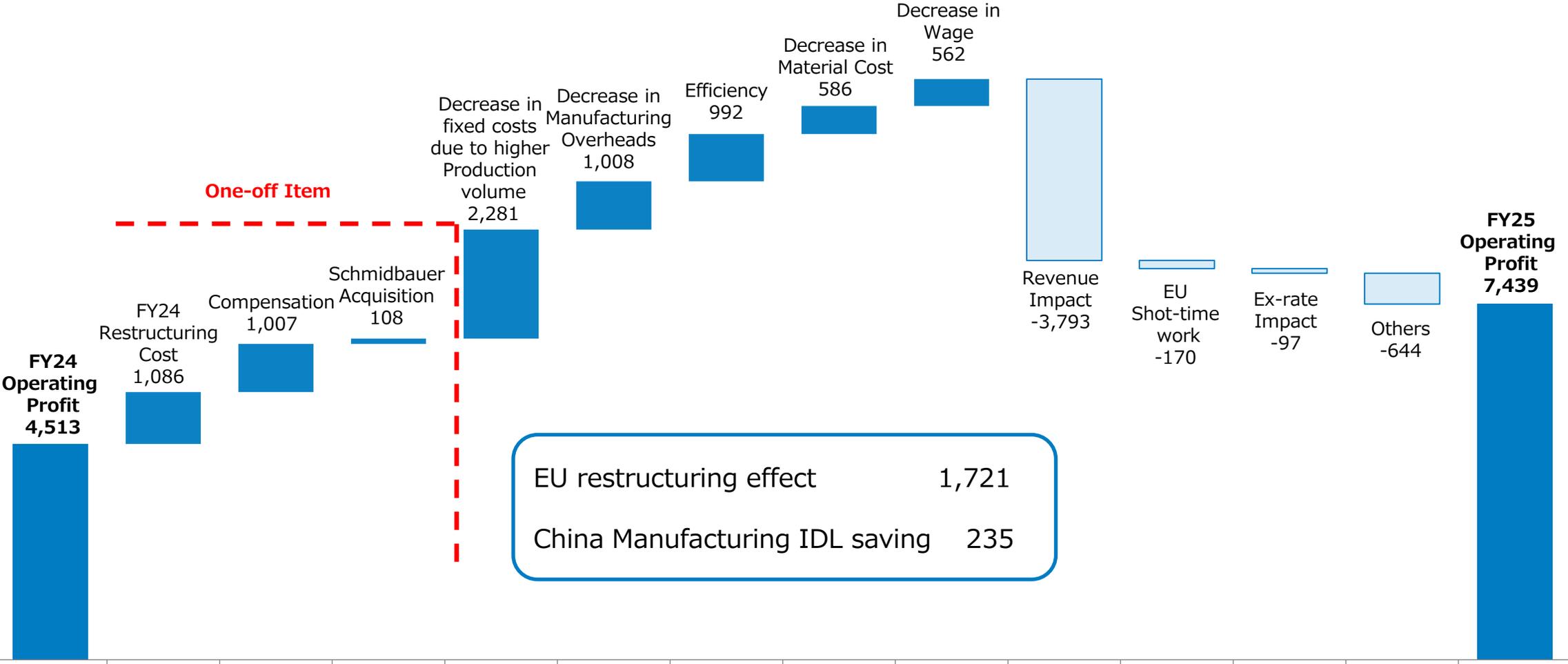
Operating Profit Bridge Analysis - FY2025.3Q vs FY2025.4Q -



Operating Profit Bridge Analysis - FY2024 vs FY2025 -

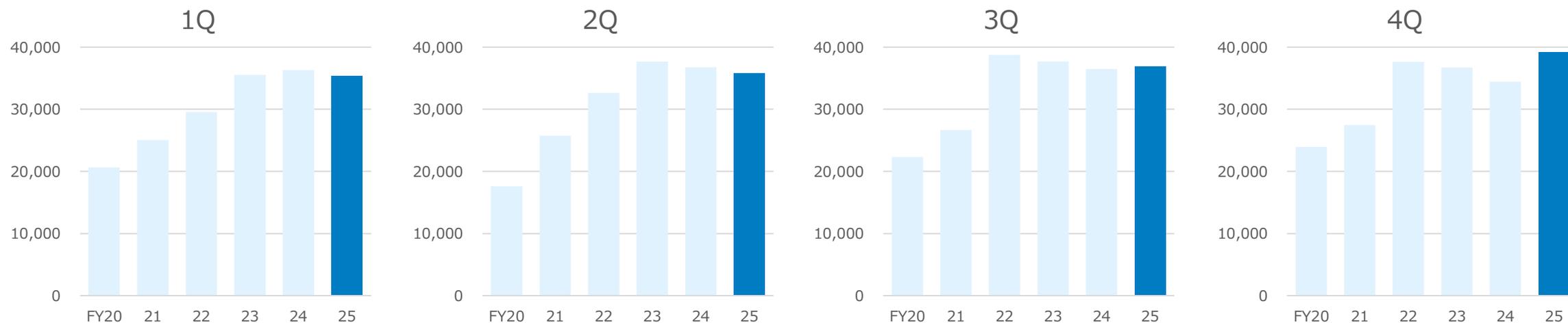


(million yen)

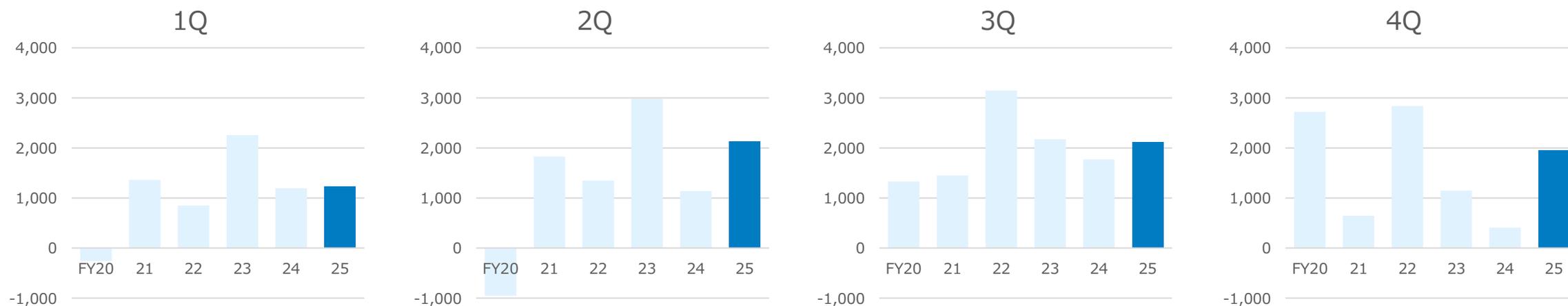


Revenue

(million yen)



Operating Profit



Consolidated Statements of Financial Position



		FY24 Dec.31	FY25 Dec.31	Change
Cash & Cash Equivalents	M.JPY	4,286	6,129	1,843
Trade & Other Receivables	M.JPY	30,167	32,500	2,333
Inventories	M.JPY	29,350	30,296	946
Others	M.JPY	5,867	5,866	-1
Current Assets	M.JPY	69,672	74,793	5,121
Tangible Assets	M.JPY	54,906	56,002	1,095
Goodwill	M.JPY	5,730	8,157	2,426
Intangible Assets	M.JPY	7,722	12,522	4,799
Others	M.JPY	9,734	12,181	2,446
Non-current Assets	M.JPY	78,094	88,862	10,768
TOTAL ASSETS	M.JPY	147,766	163,656	15,890

*1 Net DE Ratio: (Interest-bearing liabilities + Current Portion of Long-term Loans + Long-term debt – Cash & Cash Equivalent) / Equity Attributable To Equity Holders of Parent

*2 Closing Exchange Rate

		FY24 Dec.31	FY25 Dec.31	Change
Trade and other payables	M.JPY	14,960	16,895	1,934
Interest-bearing liabilities	M.JPY	30,964	38,170	7,205
Current portion of long-term debt	M.JPY	5,459	2,790	-2,668
Others	M.JPY	10,285	10,352	67
Current Liabilities	M.JPY	61,669	68,209	6,539
Long-term debt	M.JPY	16,004	15,421	-582
Others	M.JPY	9,177	14,671	5,494
Non-current Liabilities	M.JPY	25,181	30,093	4,911
TOTAL LIABILITIES	M.JPY	86,851	98,302	11,450
TOTAL NET EQUITY	M.JPY	60,915	65,354	4,439
TOTAL LIABILITIES & EQUITY	M.JPY	147,766	163,656	15,890

Current Ratio		1.13	1.10
Net D/E Ratio *1		0.82	0.81
CCC	Days	95	96

Exchange Rate	USD / JPY *2	156.15	156.59
	EUR / JPY	162.70	183.58
	CNY / JPY	21.34	22.38
	HKD / JPY	20.11	20.12

Consolidated Statement of Cash Flows



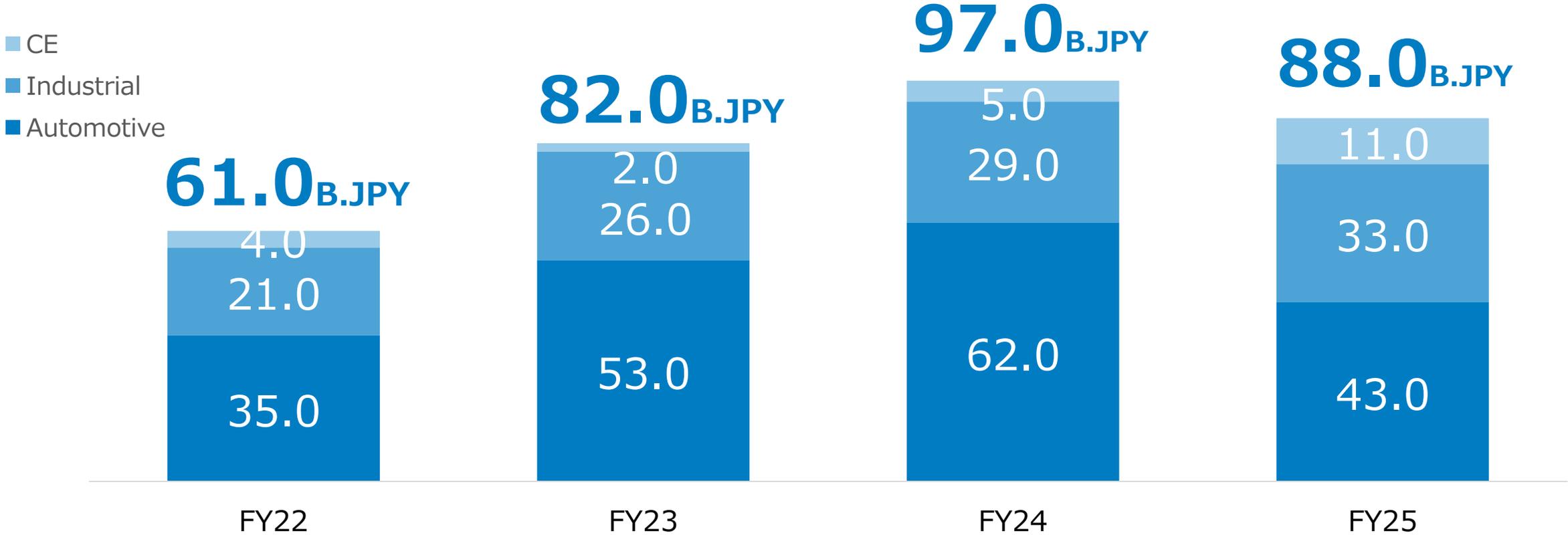
		FY24	FY25	Change
Profit before Taxes	M.JPY	1,295	4,830	3,535
Depreciation and Amortization	M.JPY	11,022	11,881	859
Net Working Capital	M.JPY	818	2,924	2,106
Provision for business restructuring expenses	M.JPY	1,027	-984	-2,012
Others	M.JPY	765	-2,195	-2,960
Cash flows from operating activities	M.JPY	14,928	16,457	1,528
Capital Investments	M.JPY	-7,860	-6,233	1,627
Others	M.JPY	-973	-6,653	-5,679
Cash flow from Investing Activities	M.JPY	-8,834	-12,886	-4,052
Free Cash Flow	M.JPY	6,094	3,570	-2,524

		FY24	FY25	Change
Net Interest-bearing Debts	M.JPY	-2,214	1,202	3,416
Dividends Paid	M.JPY	-1,771	-1,749	22
Others	M.JPY	-1,283	-1,412	-129
Cash flow from Financing Activities	M.JPY	-5,268	-1,958	3,310
Effect of exchange rate change on cash and cash equivalents	M.JPY	352	232	-120
Cash and cash equivalents as of January 1	M.JPY	3,107	4,286	1,178
Cash and cash equivalents as of December 31	M.JPY	4,286	6,129	1,843

		FY24 Dec.31	FY25 Dec.31	Change
DSO (Days Sales Outstanding)	Days	73	79	+6
DIO (Days Inventory Outstanding)	Days	85	87	+2
DPO (Days Payable Outstanding)	Days	63	70	+7
CCC	Days	95	96	+1

Sales pipeline New intake of Life Time turnover* is approx. 88.0 billion yen in FY2025.

* Total amount of revenue in the period between the start and end of each project (at the time of project acquisition)
 * For the product lifecycle in each product market and the image of revenue recognition, see "SUMIDA's Business Model (2)" on page 49
 * Figures below are based on the exchange rate at the time of the estimation.



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The business environment is expected to remain challenging. We will steadily implement the initiatives set forth in the Mid-term Business Plan 2026–2028 and strive to enhance our profitability and improve capital efficiency.

		FY25 Actual	FY26 Forecast	YoY
Revenue	M.JPY	147,194	156,000	+6.0%
Operating Profit	M.JPY	7,439	7,500	+0.8%
Profit before income taxes	M.JPY	4,830	4,850	+0.4%
Net profit ^{*1}	M.JPY	3,618	3,650	+0.9%
Earnings per share (EPS) ^{*2}	JPY	109.47	110.40	+0.9%
OP margin		5.1%	4.8%	-0.3pt
Net profit margin		2.5%	2.3%	-0.2pt

Exchange Rate ^{*3}	USD / JPY	JPY	149.85	150.00	+0.1%
	EUR / JPY	JPY	168.03	180.00	+7.1%
	CNY / JPY	JPY	20.81	21.43	+3.0%
	HKD / JPY	JPY	19.23	19.23	+0.0%
Copper Price ^{*4}		USD/ton	9,939	13,000	+30.8%

* This performance forecast was created based on customers' product purchase plans

*1 Profit Attributable to Owners of Parent

*2 Basic earnings per share

*3 The actual values are based on the average exchange rate for the period

*4 The actual values are based on the LME prices (simple average of monthly averages for the target period)

LME: London Metal Exchange

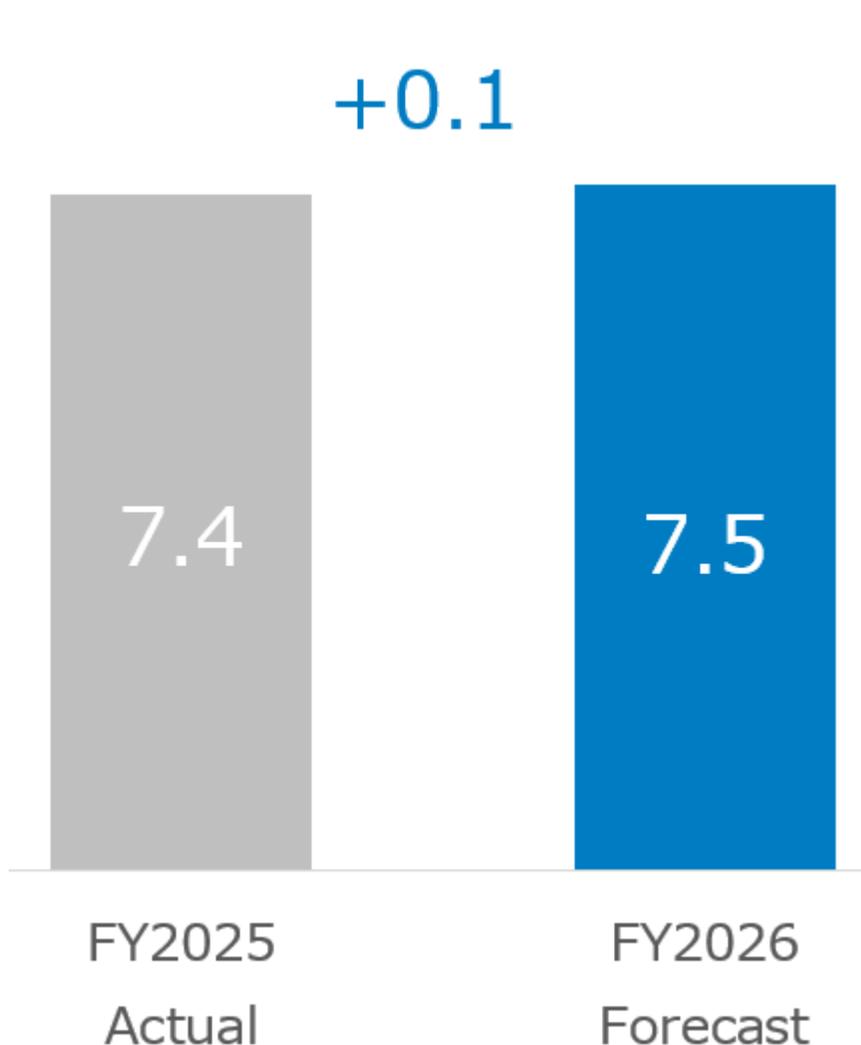
A recovery is expected in both the industrial and automotive markets.
The industrial market is also expected to continue expanding in the mid to long term.

		FY25	FY26	
		Actual	Forecast	YoY
By Market				
Automotive	M.JPY	85,415	91,300	+6.9%
Industrial	M.JPY	39,312	42,300	+7.6%
CE	M.JPY	22,466	22,400	-0.3%
Total	M.JPY	147,194	156,000	+6.0%

Operating Profit Bridge Analysis - FY2025 vs FY2026 -

(Billion JPY)

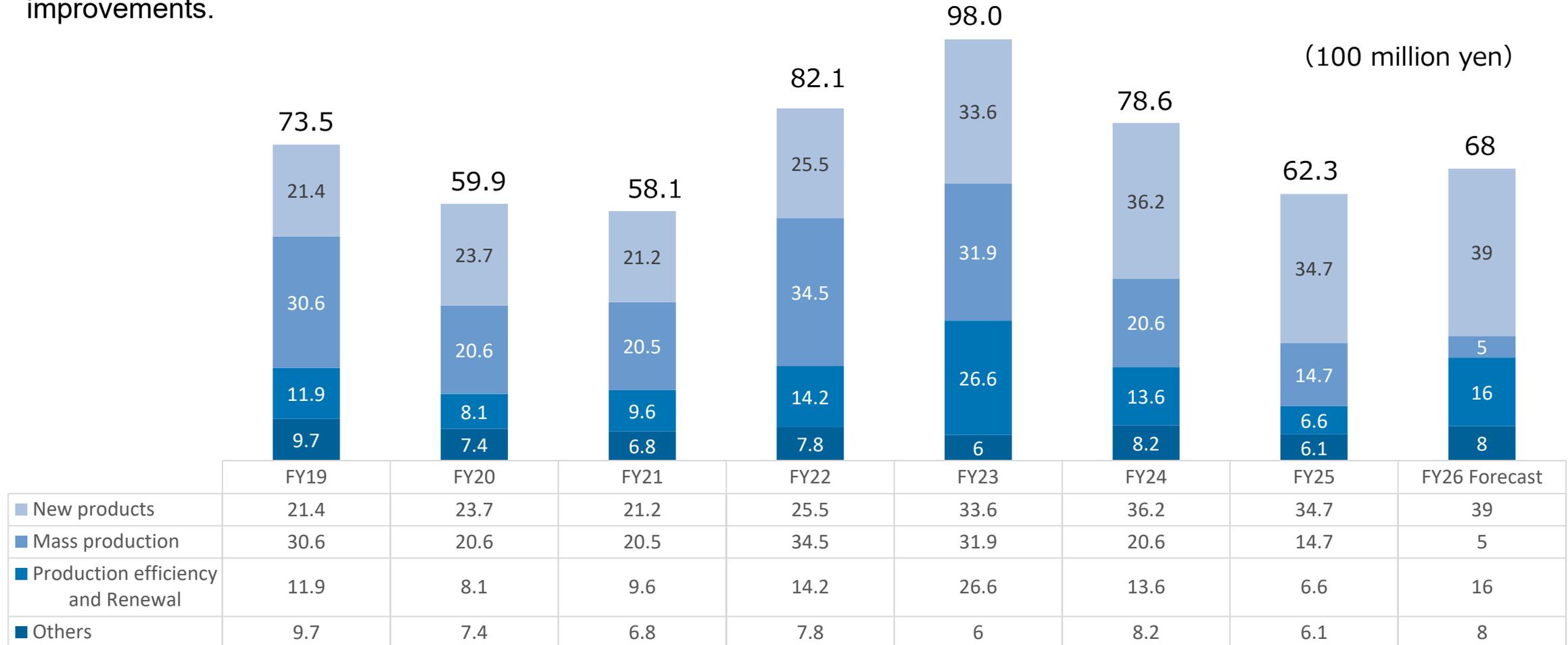
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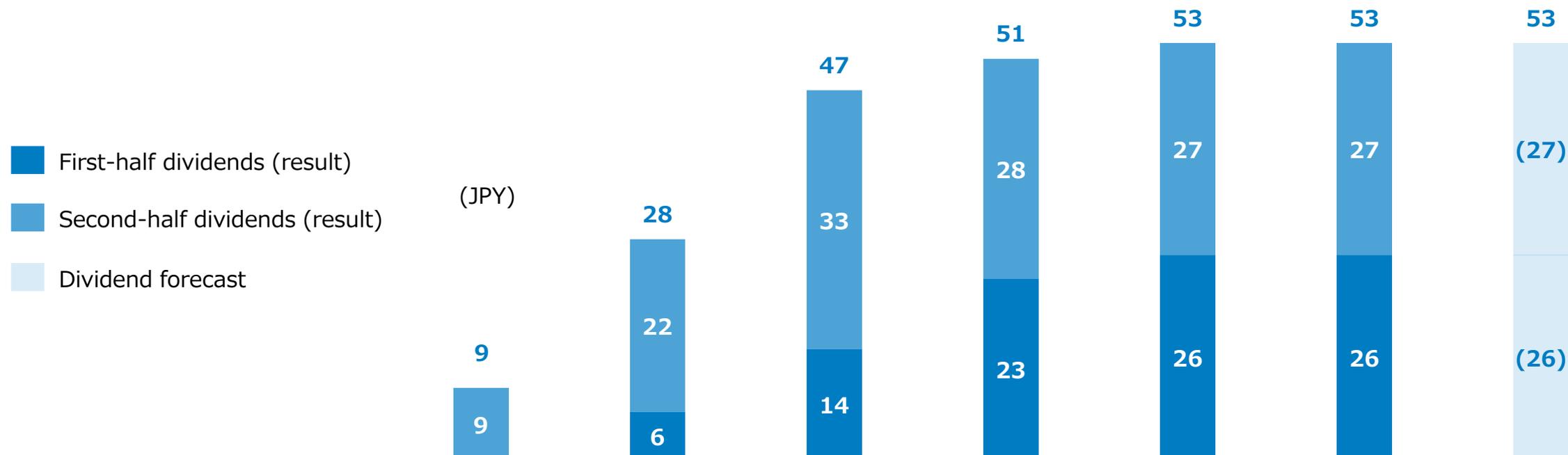
Positive Factors	Full-year contribution by EU Restructuring, and additional short-time work in EU	+1.0
	Material cost reduction	+1.0
	Efficiency	+0.9
	Schmidbauer acquisition	+0.7
	China manufacturing Indirect Lacor saving	+0.2
	Others	+0.6
		+4.4
Negative Factors	Copper price impact	-1.7
	Salary and wage impact	-1.3
	(One-off item) Compensation from customers in FY2025	-1.0
	Revenue impact	-0.2
	Exchange rate impact	-0.1
		-4.3
Profit Increase		+0.1

In 2025, delays in secured projects and lower order volumes made it difficult to assess the returns on production-efficiency investments, so we proceeded only with projects that passed stricter profitability reviews.

In 2026, we will expand growth investments for new products, mass-production readiness, and production-efficiency improvements.



FY2026 Dividend Forecast



		FY20	FY21	FY22	FY23	FY24	FY25	FY26
Total	JPY/Share	9.0	28.0	47.0	51.0	53.0	53.0	(53.0)
EPS	JPY	30.50	96.68	187.54	167.46	17.96	109.47	(110.40)
Dividend payout ratio	-	29.5%	29.0%	25.1%	30.5%	295.1%	48.4%	(48.0%)
Total Dividends Paid	M.JPY	244	761	1,278	1,664	1,750	1,752	(1,752)
DOE	-	0.7%	2.1%	3.0%	3.0%	3.1%	2.9%	(2.8%)

* The dividend for FY2025 Year-end is scheduled to be submitted for approval to the Board of Directors at a meeting planned on February 20, 2026.

* Figures in parentheses are estimates.

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Vision to 2035

Mid-term Business Plan 2026-2028

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Review of the Mid-term Business Plan 2024-2026

- In Mid-term Business Plan 2024-2026, we positioned green energy-related business as a pillar for growth. We expected revenue and profit to increase significantly.
- The environment began to change rapidly in early 2024, mainly due to the end of EV subsidies in Europe and changes in U.S. environmental policy. To increase production, overhead and investment increased causing the break-even point to rise. However, projects were delayed and demand slowed down, putting downward pressure on profit.
- Prioritizing the improvement of the break-even point and the diversification of revenue sources, we downsized staff in Europe and China and focused our efforts on acquiring Industrial Electronics projects. Further, in October 2025, we acquired Schmidbauer, which complements our business in the Industrial domain.
- Both the business environment and our initiatives have changed greatly from our initial assumptions. We understand that our duty is to again present a growth strategy based on the current business environment, and to implement this strategy.

		FY2023 Actual	MTBP 2024-2026			
			FY2024 Actual	FY2025 Actual	FY2026 Forecast	FY2026 Target
Revenue	B.JPY	147.6	143.9	147.1	156.0	190.0
Green energy-related revenue	B.JPY	36.7	38.9	39.4	42.0	67.0
Operating Profit	B.JPY	8.5	4.5	7.4	7.5	13.5
EPS	JPY	167.46	17.96	109.47	110.40	272.00

Review of the Mid-term Business Plan 2024-2026 (ESG - Environment)

The ESG targets set out in our Mid-term Business Plan 2024–2026 are expected to be mostly achieved by 2025.

Mid-term Business Plan 2024-2026 Initiatives:

1. Targeting specific markets with innovative products/solutions that help in reducing carbon emission
2. Reduce wastes, and utilizing green energy & recycled materials where possible
3. Working together with our stakeholders to support the 17 UN Sustainable Development Goals

We aim to **reduce greenhouse gas emissions (Scope 1 & 2) in FY2030 by 42% from the FY2022 level.**

	FY2022	FY2023	FY2024
Scope 1&2 GHG Emissions	69,067 tons	64,486 tons	48,211 tons
Reduction rate	-	6.6%	30.2%
Progress	-	15.7%	71.9%

* FY2025 result is expected to be finalized after April.

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Mid- to Long-term Business Environment Recognition

We recognize that, by 2035, trends in the environment, technology, geopolitics, and demographics will affect our business. These trends present both opportunities and risks for our operations.

Recognition of the Business Environment

Global Warming

- Decarbonization applications
- Diversification of energy sources
- Increase in energy consumption
- Economic decoupling
- Deterrent for national security
- Labor saving and automation

AI

Nationalism

Demographic Changes

Opportunities and Risks for Our Business

- "Made in Market" – Demand for local production and supply chain
- Higher efficiency and renewal of solar power, wind power, and power grids
- Electrification of all means of transportation (including automobiles, motorcycles, special-purpose vehicles, and ships)
- Increased investment in data centers, medical, robotics, drones, and defense-related fields
- Intensifying price competition with market expansion, leading to lower profitability

SUMIDA's Philosophy and Strengths

Leveraging our technological capabilities and global network, we have been supplying coil products that are essential components in a wide range of electronic devices.

Corporate Philosophy "Connecting Technology to People"

Our vision is to lead in the industry as a timeless company and to provide solutions that help to power and inspire the world with innovations that fulfill the whims of our imagination.



SUMIDA's Strengths

We leverage diverse technologies and our global network to custom-produce coils essential for electronic devices. Our track record creates a positive cycle, generating new inquiries and business opportunities.

With our extensive expertise in winding technology at the core, we can customize solutions to meet any requirements

A "Made in Market" system that enables design, manufacturing, and sales to be completed within each region in Asia, Europe, and North America.



Coils are essential for electronic devices of all kinds. We have moved with the trends of the times to develop various applications.

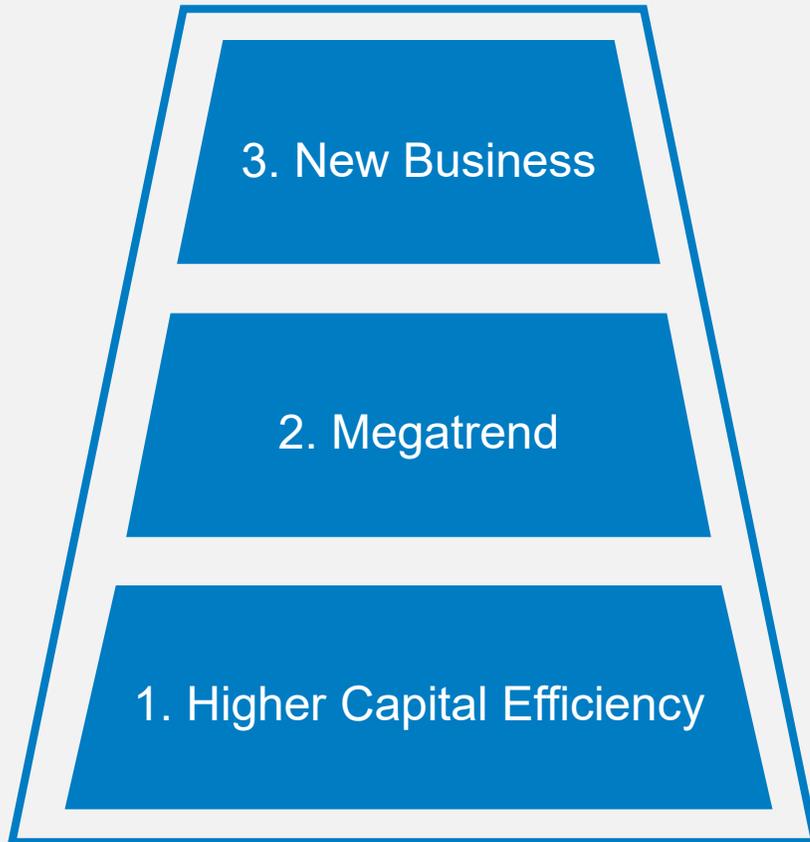
The success of our past projects leverages a virtuous cycle, resulting in ongoing inquiries for future projects.

Vision to 2035

**“Top Position
in Multiple Niches”**

Niche-Top Strategy

Towards achieving our Vision to 2035, “[Top Position in Multiple Niches](#),” we are promoting our Niche-Top Strategy. We aim to strengthen our earnings base, pursue growth driven by megatrends, and secure the No.1 position in multiple niche markets.



- **Commercialize proprietary technologies developed in-house.**
Create new markets by offering unique, hard-to-imitate value.
- **Acquire projects in application markets aligned with megatrends.**
In addition to previous green-energy-related areas (xEV and renewable energy), expand into power grids, transportations, data centers, medical, robotics, and more.
- **Enhance cash-generation capability in existing business domains.**
Pursue faster response to customer needs.

2035 Outlook for SUMIDA Product Applications

Mega Trend



EV



Drive technology



Renewable Energy



Robotic



Non-Road Mobile Machinery



Data Center



Energy Storage



Medical

New Business



VP Coil



Quantum Magnetic Sensor



Power Grid



Others



Automotive



Industrial Application



CE*

High Capital Efficiency

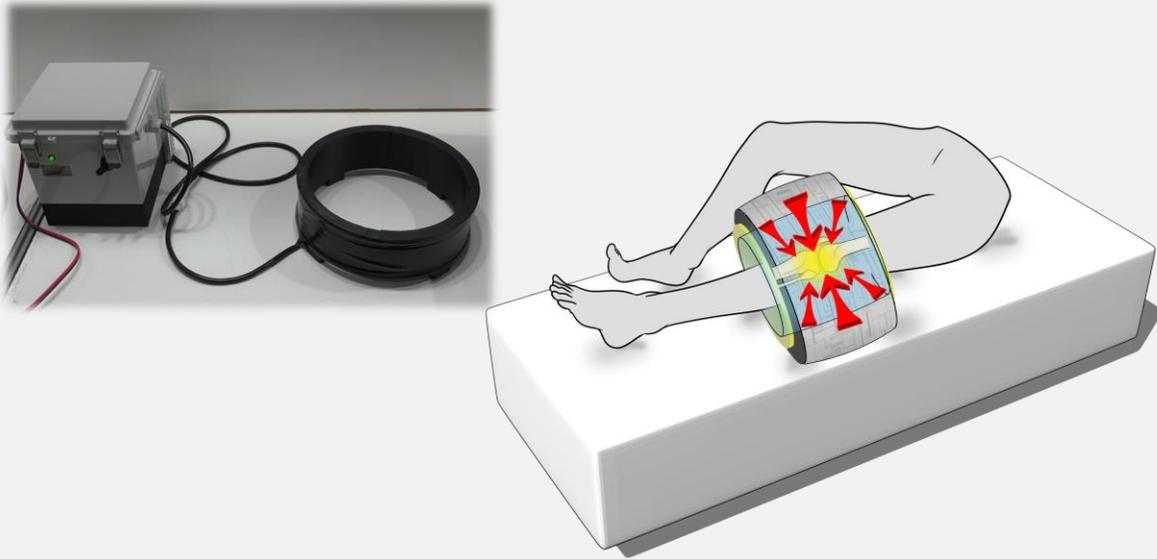
* CE: Consumer Electronics

New Business: Application of Vector Potential Coil Technology in Medical Care

Iwate University's Vector Potential Coil technology makes it possible to use an electric field to reach deep into living tissue non-invasively. Our goal is to use this technology to treat knee osteoarthritis. Clinical studies using animals are under way. We will explore the feasibility of conducting human clinical research.

Prototype equipment for treating knee osteoarthritis

- A Vector Potential Coil device that has an electric field that can reach deep into living tissue.



Our strengths

- We hold basic patents in the U.S.
- Patents for a bone-growing device have been obtained in Japan, Europe, and China.
- A paper on the implications of the proliferation of chondrocytes was published by a Nature-affiliated journal.*

* Scientific Reports 13, 16845 (2023) <https://www.nature.com/articles/s41598-023-43949-3>

Knee osteoarthritis market

- There are 300 million knee osteoarthritis patients around the world and 15 million in Japan.
- The standard treatments covered by insurance are no more than painkillers and compresses. The treatment for advanced symptoms is joint replacement.
- => We aim to reduce aching pain and progression using the Vector Potential Coil technology.
- => We plan to commercialize it jointly with a Japanese medical equipment company with a track record in this area.
- => We will explore the feasibility of conducting human clinical research, after we acquire a POC via clinical trial using animals.

Long-term prospects

- Last year, our joint research partner Tohoku University announced at an academic conference that VP coils increase mitochondrial membrane potential ($\Delta\Psi_m$).
- => We will explore the potential applications for increasing $\Delta\Psi_m$ in the treatment of medical issues in the areas of neurodegeneration, immunological disease and cardiovascular disease, where there have been academic indications of therapeutic benefits.
- => We will make it a foundational technology that will use physics to achieve patients' hopes.

New Business: Application of a Quantum Sensing Technology in Advanced Measurement

- Through collaborative industry-academia research, we are developing a high-sensitivity quantum magnetic sensor with a diamond NV center together with Kyoto University.
- It will have applications as a signal receiver in the field of advanced measurement field, making it possible to reduce the time necessary for measurement by 90%.

R&D achievements

- In 2018, we began participating in a Ministry of Education, Culture, Sports, Science and Technology joint industry-academia research promotion program. In 2023, our project was selected for JST A-STEP (full-scale).*
- This brings together our knowledge of magnetic technologies and Kyoto University's quantum magnetic field sensing knowledge.

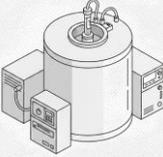
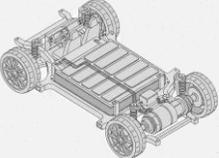
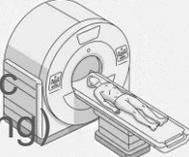


* The Japan Science and Technology Agency's Adaptable & Seamless Technology Transfer Program through Target-driven R&D

Our strengths

- World-leading signal detection sensitivity
- Strategic building of a patent portfolio
- Proprietary coil design technologies and expertise in coil manufacturing

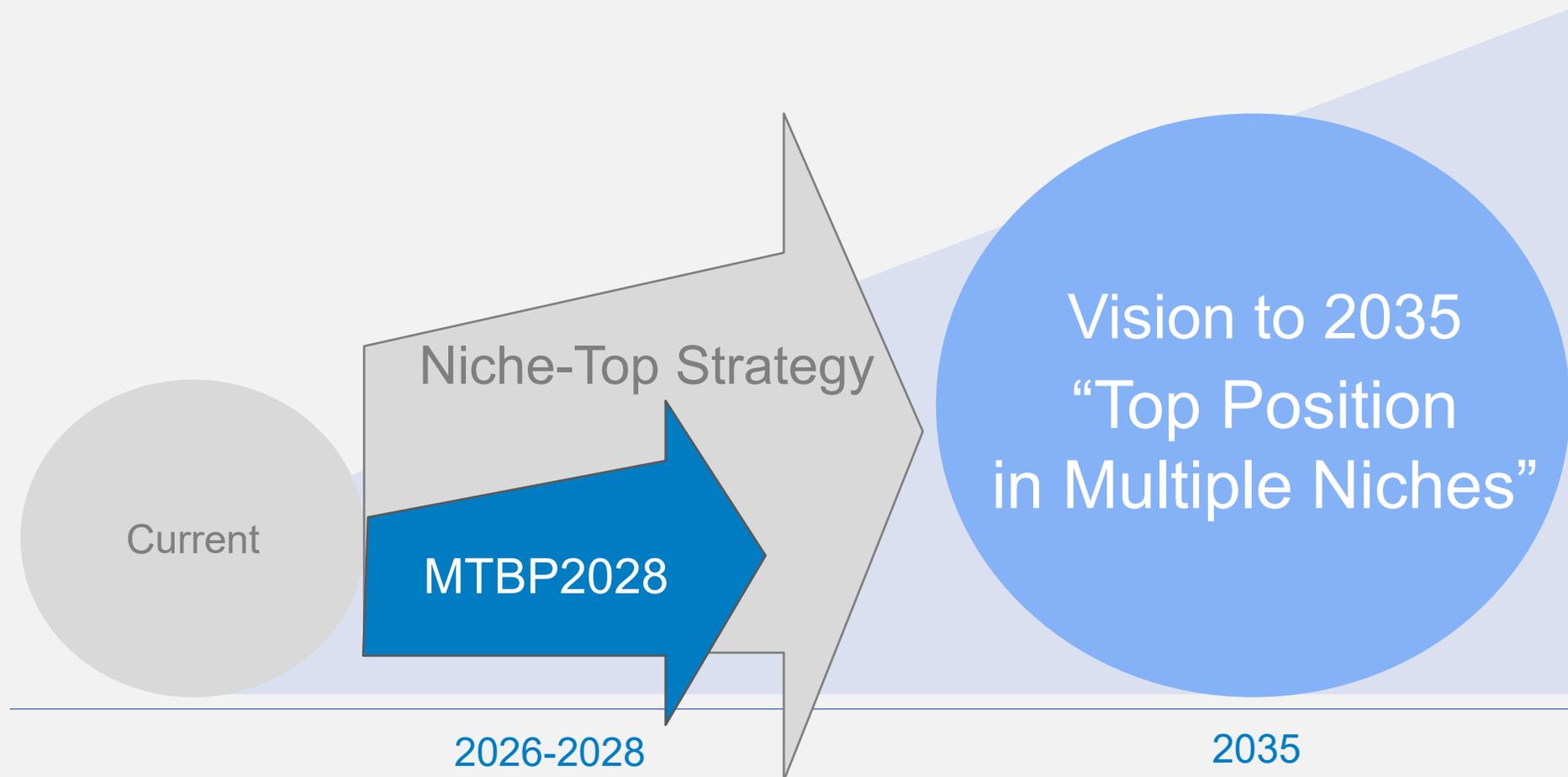
Target applications

Applications	Effects of introduction
NMR (nuclear magnetic resonance) 	<ul style="list-style-type: none"> ✓ Shortening of the development periods of chemical products, pharmaceuticals, etc. ✓ Reduction of economic and environmental burdens
Secondary battery quality inspections 	<ul style="list-style-type: none"> ✓ Improvement of battery safety ✓ Reduction of battery production cost ✓ Increased use of recycled batteries
MRI (nuclear magnetic resonance imaging) 	<ul style="list-style-type: none"> ✓ Provision of high quality diagnostic images ✓ Reduction of burdens on patients made possible by reducing examination time

1. Review of the Mid-term Business Plan 2024-2026
2. Vision to 2035
3. **Mid-term Business Plan 2026-2028**

Positioning of the Mid-term Business Plan 2026–2028

In line with the Niche-Top Strategy toward 2035, this Mid-term Business Plan 2026–2028 (hereinafter “MTBP2028”) describes the initiatives and numerical targets to be achieved by 2028.



Numerical targets in the MTBP2028

Revenue

FY2025
147.1 B.JPY

FY2028
▶ **165.0** B.JPY

Operating Profit

FY2025
7.4 B.JPY

FY2028
▶ **10.0** B.JPY

EPS

FY2025
109.47 JPY

FY2028
▶ **174.00** JPY

ROIC

FY2025
5.4%

FY2028
▶ **6.7%**

Niche Top Strategy – 1. High Capital Efficiency –

Strategic Mission

Enhancing cash generation in existing business domains

Process Acceleration

Accelerating sample development through integrated efforts among Sales, R&D, and Engineering.

Speeding up decision-making through delegated authority.

Streamlining decision-making via organizational flattening.

Improving operational efficiency through AI utilization.

Improvement of Break Even Point and “Transfer”

BEP improvement: Enhancing manufacturing efficiency / deploying best practices company-wide.

Eliminating operational waste through organizational slim-down.

Improving work efficiency through AI utilization

“Transfer”:
In-house production of equipment and tools, optimized investment threshold.

Sharing market, design, and engineering knowledge company-wide

**Expanding the project
pipeline**

**Avoid increasing indirect
personnel**

**Avoid increasing fixed
assets**

Niche Top Strategy – 2. Megatrend Centric –

Strategic Mission

Secure projects in application markets that directly align with megatrends.

Focused Strategy on Key Markets

- Green energy–related fields, power grids, mobility solutions, data centers, healthcare, robotics, etc.
- Although growth in the green energy–related area is currently temporarily stagnant, we expect this segment to expand over the medium to long term.



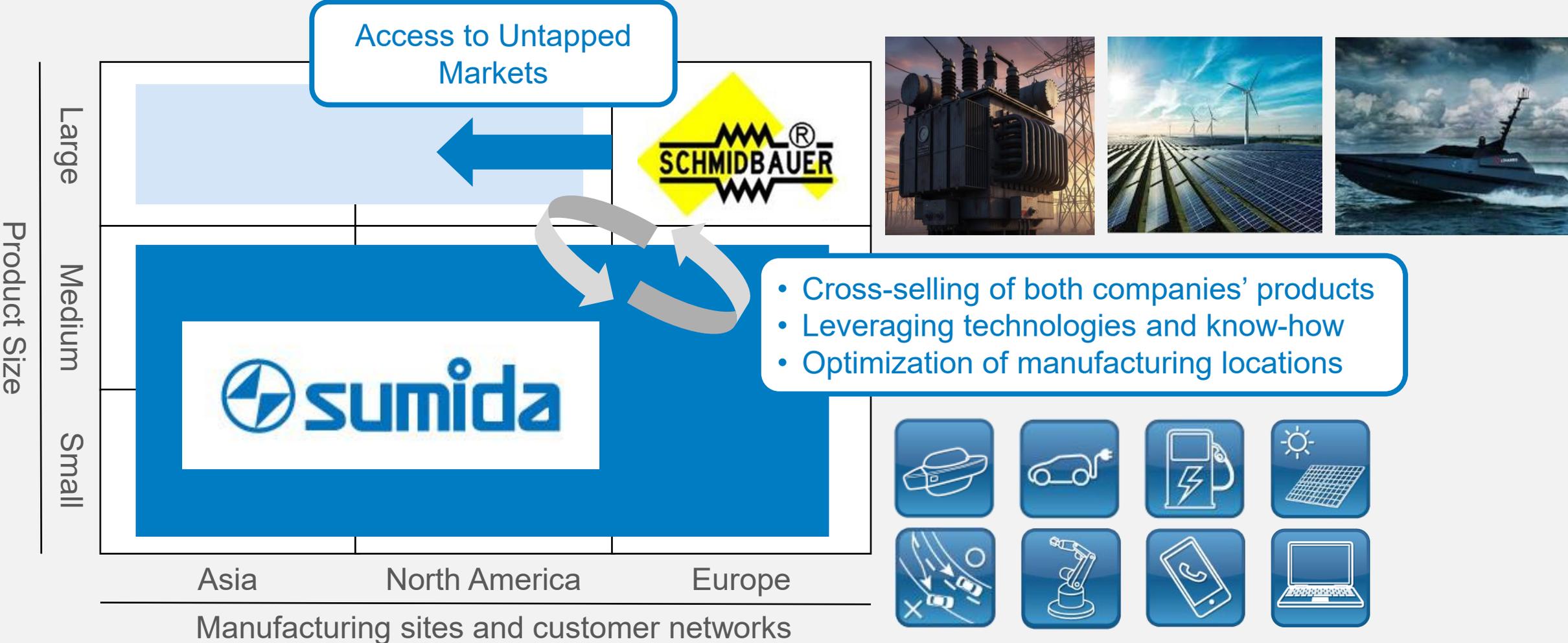
Revenue		FY2025 Actual	FY2028 Target	CAGR
Automotive	B.JPY	85.4	95.0	+3.6%
Industrial	B.JPY	39.3	48.0	+6.9%
CE	B.JPY	22.4	22.0	-0.6%
Total	B.JPY	147.1	165.0	+3.9%
Green Energy-related Revenue	B.JPY	39.4	50.0	+8.3%

Sales Pipeline	FY2025 Actual
Industrial	33.0 B.JPY
Green Energy-related	64.0 B.JPY

* Life Time turnover

Creating Synergies with Schmidbauer

Schmidbauer products will be manufactured and sold in Sumida’s production and sales regions in Eastern Europe, Asia, and North America. In addition, we will promote cross-selling of both companies’ products, leverage our combined technologies and know-how, and optimize manufacturing locations.



Regional Strategy

To establish a “Made in Market” structure that can swiftly respond to local needs by completing the three functions—sales, development, and manufacturing—within each region

Europe

- **PMI of Schmidbauer's business**
- **Acquiring projects in new domains**

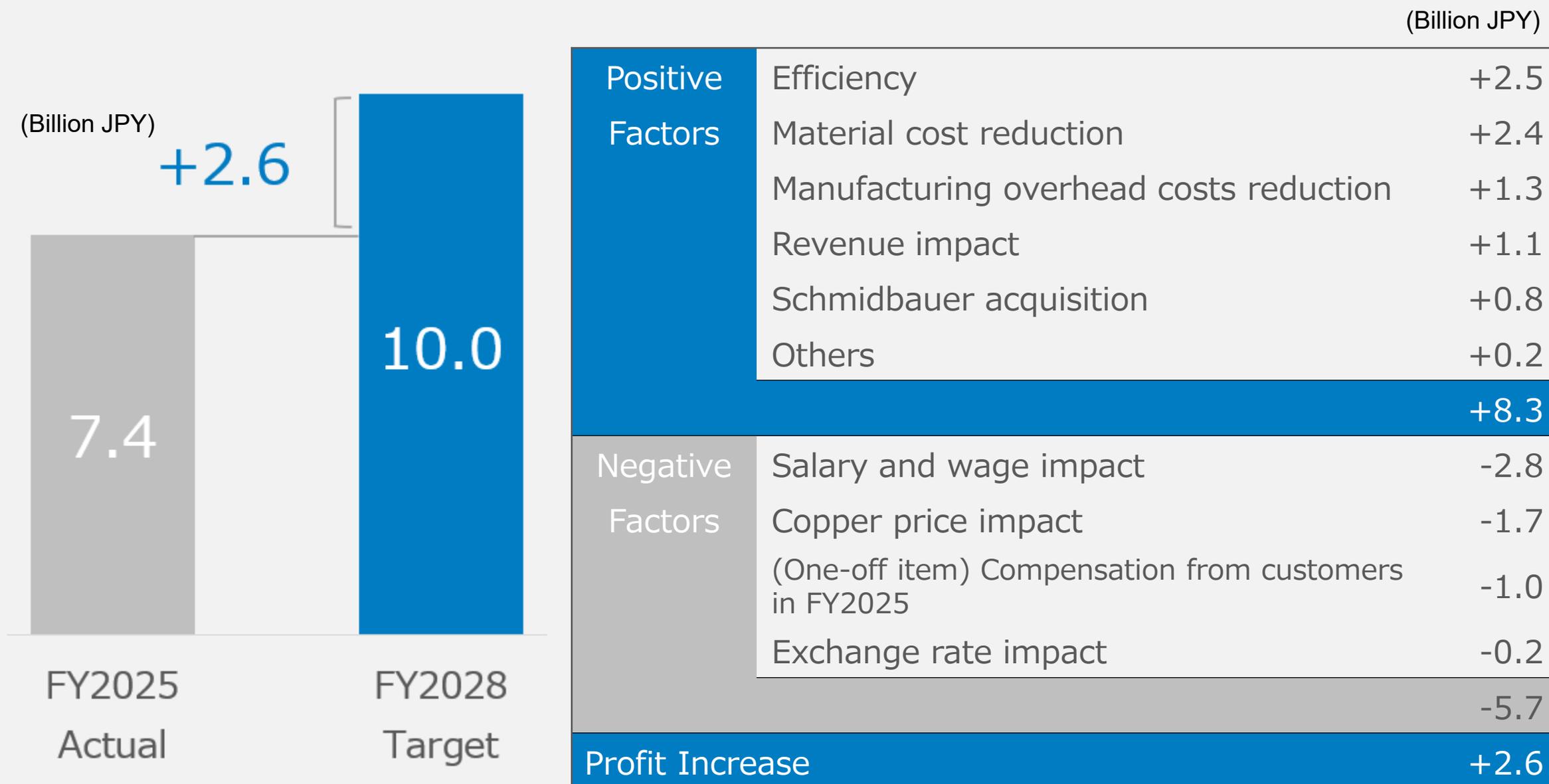
Asia

- **Optimizing production capacity**
- **Acquiring local Chinese projects**
- **Acquiring new projects in India**
- **Increasing production capacity in Vietnam**

North America

- **Reinforcing R&D structure**
- **Reinforcing production structure**

Operating Profit Bridge Analysis - FY2025 vs FY2028 -



Capital Allocation

Top priority is “Growth Investment,” followed by “Shareholder Returns.” We will work to improve our financial position with a target Net D/E ratio of 0.6×.

Cash In	Cash Out
Operating CF 49.0 B.JPY	Growth Investment 20.0 B.JPY + α
	Maintenance Investment 13.0 B.JPY
	Shareholder Returns 6.0 B.JPY
	Strengthening Financial Position 10.0 B.JPY - α

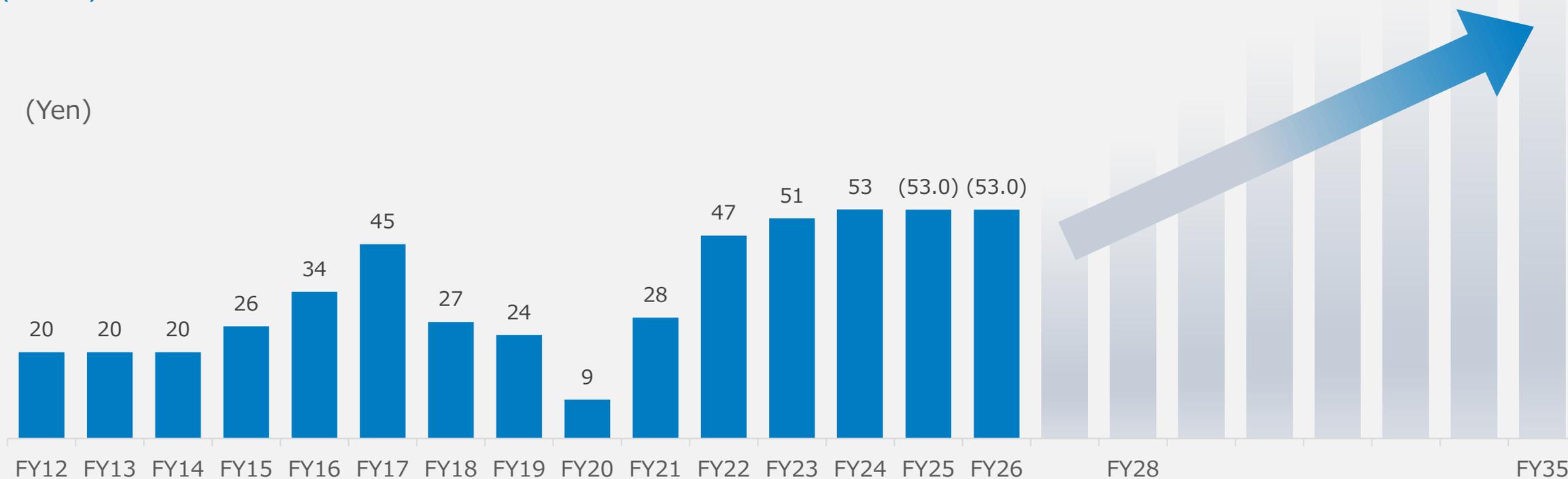
Priority is “Growth Investment.” We will enhance capital efficiency in existing businesses to generate funds and allocate them to megatrends and new business opportunities.

Next comes “Shareholder Returns.” In line with the dividend policy revised in 2025, we will implement stable dividend payments.

Financial improvement targeting a Net D/E ratio of 0.6×. However, temporary increases up to 1.0× are acceptable if favorable opportunities for M&A or growth investments arise.

Shareholder Returns Policy

The Company's basic policy for the return of profits to shareholders is to deliver dividends in consideration of a **consolidated dividend payout ratio (30% or more)** with top priority on the profit distribution through dividends. When it is inappropriate to deliver dividends in accordance with the basic policy based on actual consolidated business results, the Company will work to enhance shareholder returns up to the amount of distributable surplus after considering **Dividend on Equity (DOE) 3%** and other measures.



* The dividend for FY2025 Year-end is scheduled to be submitted for approval to the Board of Directors at a meeting planned on February 20, 2026.

* Figures in parentheses are estimates.

Aim to Enhance Corporate Value by Completing Key Initiatives by FY2028

Initiatives to Be Completed by FY2028

■ Niche-Top Strategy

1. Higher Capital Efficiency

- Process Acceleration
 - ▶ **Not increasing indirect personnel**
- BEP improvement and “transfer”
 - ▶ **Not increasing fixed assets**

2. Megatrend

- Focused Strategy on Key Markets
 - ▶ **Sales Pipeline New Intake**

3. New Business

- Creating Synergies with Schmidbauer
 - ▶ **Profit growth driven by synergies from new project wins**
- Advance VP coils to the clinical trial stage
- Promote commercialization of quantum magnetic sensors

■ Regional Strategy

Asia

- Acquiring local Chinese projects
- Acquiring new projects in India

North America

- Reinforcing R&D and production structure

Europe

- PMI of Schmidbauer's business
- Acquiring projects in new domains

Enhancement of Corporate Value

Growth

EPS

109.47 ▶ 174.00 JPY

Profitability

OPM

5.1% ▶ 6.1%+

Fixed Asset Turnover

2.7 ▶ 3.2x

CCC

96 ▶ 89days

ROIC

5.4% ▶ 6.7%+

Stability

Net D/E

0.81 ▶ 0.60x

WACC

5.0 ▶ 5.0%–

PBR

0.6 ▶ 1.0x+

1. FY2025.4Q & Full-Year Performance Results
2. FY2026 Performance / Dividend Forecast
3. The New Mid-Term Business Plan 2024-2026
 - ✓ Review of the current plan
 - ✓ Vision to 2035
 - ✓ Mid-Term Business Plan 2026-2028
4. **Appendices**

SUMIDA'S BUSINESS MODEL (1)

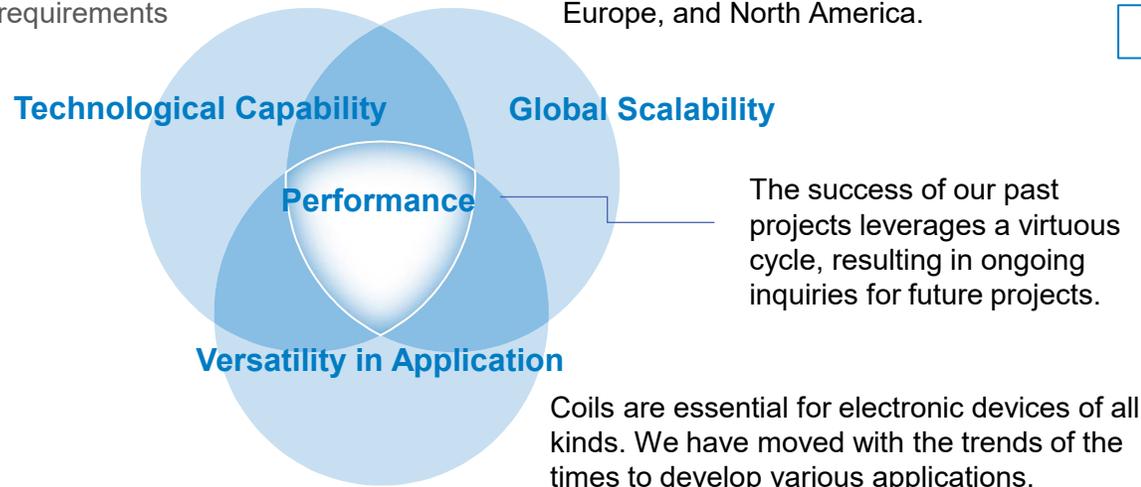
Our company has consistently developed new applications for coils since its founding, honing our technical expertise and expanding globally. We have established strong relationships with leading customers in various regions and markets, resulting in continuous inquiries and business opportunities.

SUMIDA's strengths

We leverage diverse technologies and our global network to custom-produce coils essential for electronic devices. Our track record creates a positive cycle, generating new inquiries and business opportunities.

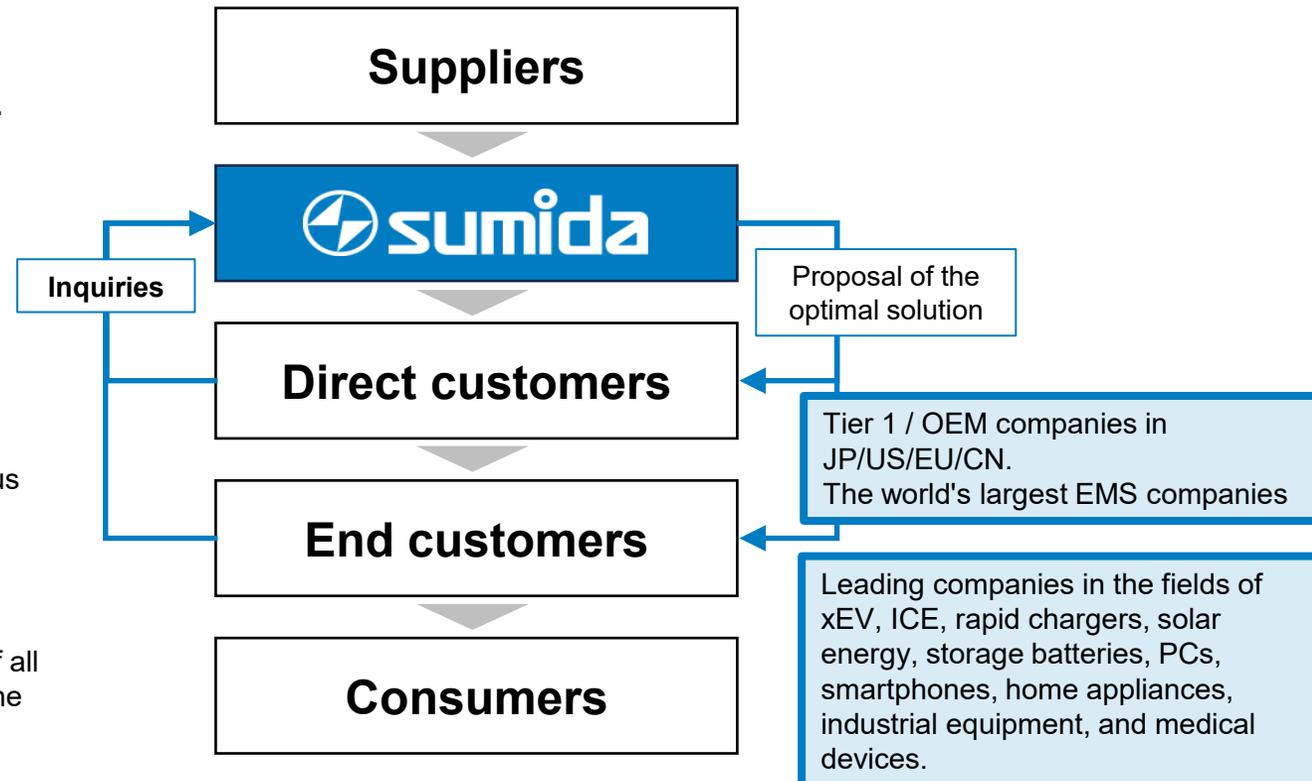
With our extensive expertise in winding technology at the core, we can customize solutions to meet any requirements

A "Made in Market" system that enables design, manufacturing, and sales to be completed within each region in Asia, Europe, and North America.

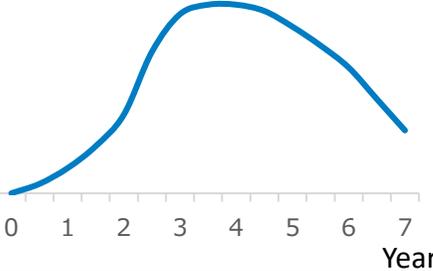
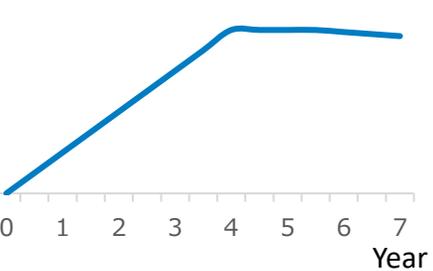
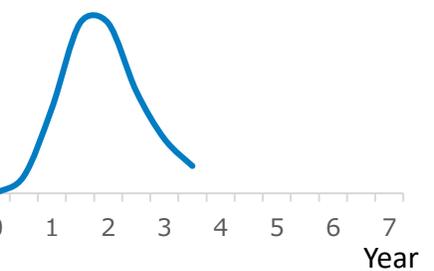


SUMIDA's business flow

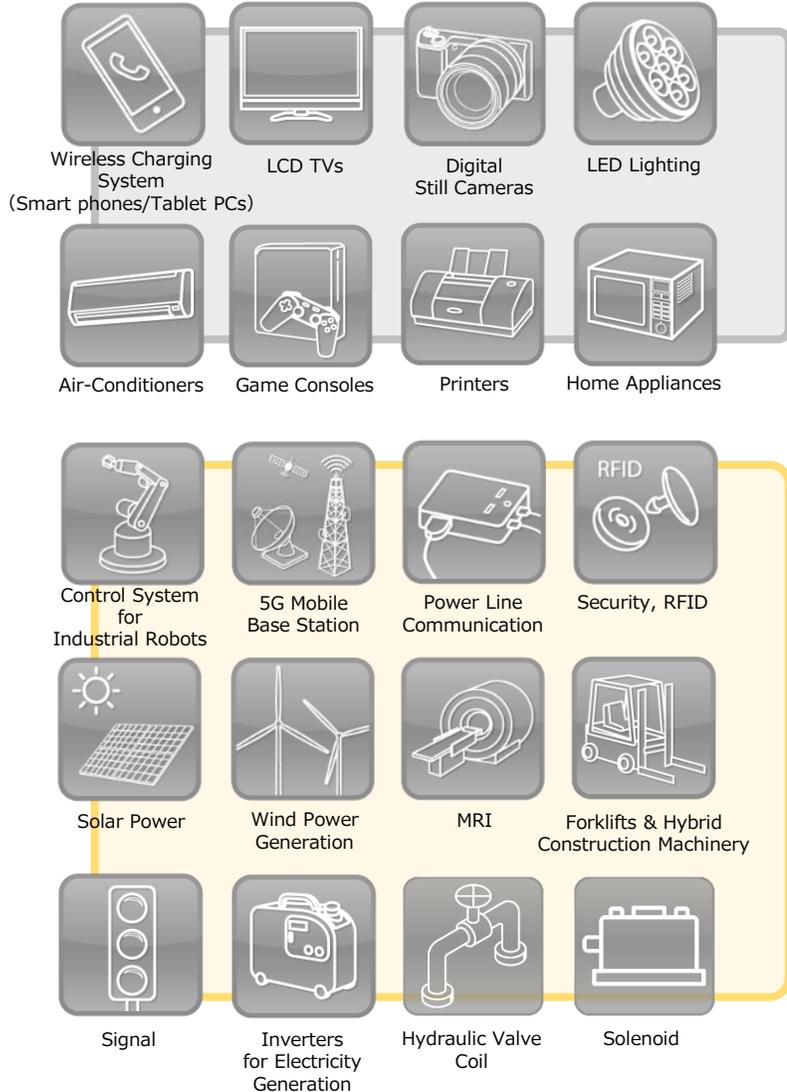
Track record of transactions with leading customers in various regions and markets.



In the custom projects we handle, revenue is generally recorded on the following time axis, by market.

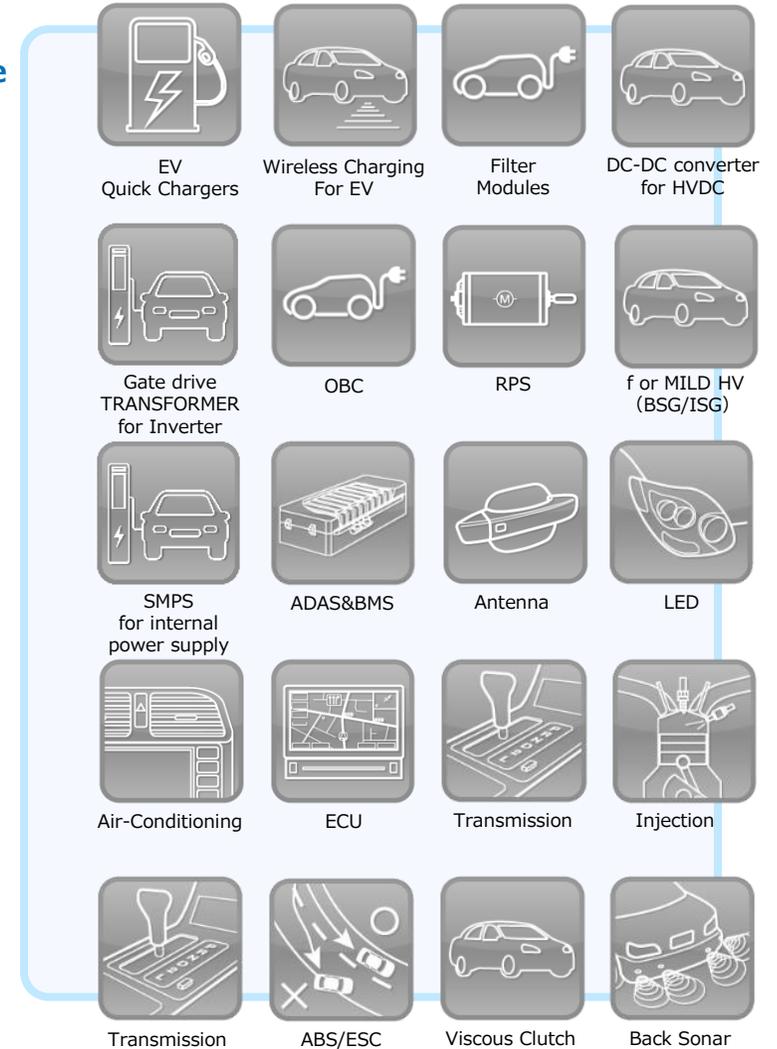
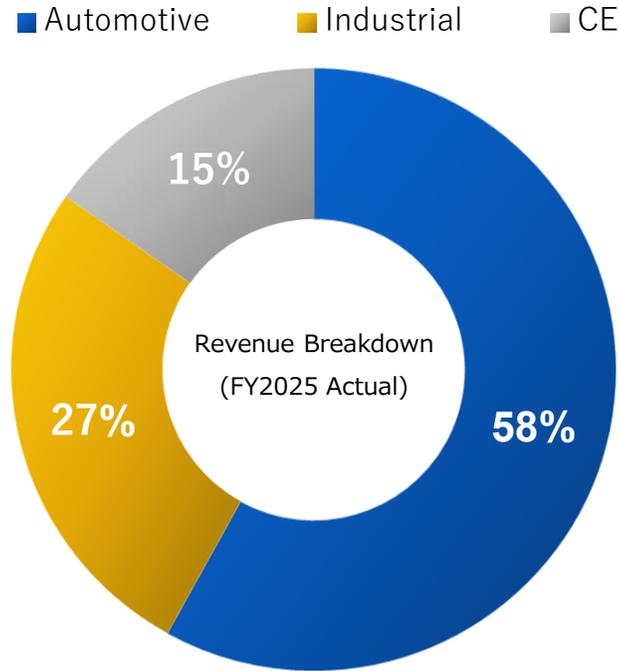
	Automotive	Industrial	CE
The time axis from project acquisition to revenue recognition	2~3 years	2~3 years	1~2 years
Chart of revenue trends after production begins (Image)			
Product Life Cycle (Image)	Over 5 years	Over 7 years	Over 3 years

GREEN
1~2years



Consumer Electronics (CE)

Automotive





Mobile phone chargers



AED (automated external defibrillator)



Solar energy



Automobiles (Keyless Entry System)



Automobiles
(ABS: anti-lock braking system)



Automobiles (xEV powertrains)

Key Applications: Automotive Electronics



ANTENNA

Immobilizer



Passive entry passive start



LF TX Antennas

LF RX Antennas

Panta SMD



LED

Common mode choke for electric source of head light driving circuit

Panta SMD, FIX Jumpers



Common Mode Chokes



Power Inductors

Transformers

AIR-CONDITIONING

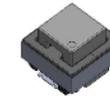


High withstand voltage transformers



Panta Flexible Modules

HV input inductor



Actuator mold coil for variable compressor to drive valves



EMC chokes

SHIFTER INHIBITORS

BTSI



AIRBAG



Panta FFC Jumper



ECU



Power Inductors



RF Chip Inductors



Panta ZIF Jumper, Panta SMD



Battery Choke



Rod Core Chokes



INJECTION

Direct-injection engine coil
Diesel stators



TRANSMISSION

Actuator mold coils for CVT transmission's oil-pressure control



VISCOUS CLUTCH



AWD Engine Fan

ABS/ESC



BACK SONAR



Step-up transformer for driving a Back Sonar's ultrasonic-waves

CAN BUS



Common Mode Chokes

INFOTAINMENT



Power Inductors



Haptic Actuator

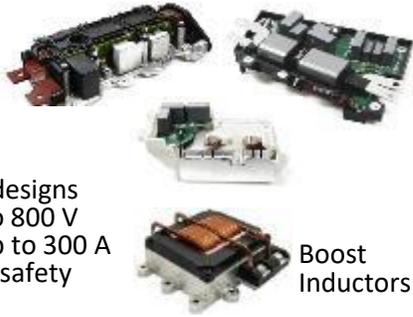


LPF coil for Class-D AMP



Key Applications: Automotive Electronics xEV

FILTER MODULES



Customized designs
Voltage up to 800 V
Amperage up to 300 A
Comply with safety standards

Boost Inductors

GATE DRIVE TRANSFORMER FOR INVERTER



IGBT & SiC driver power supply transformers

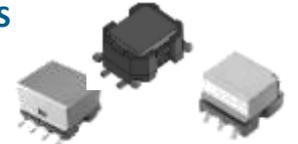
HV input Inductors

SMPS FOR INTERNAL POWER SUPPLY



High withstand voltage transformers

ADAS & BMS



Isolation transformers For Li-battery monitors

Power Inductors



SW solenoid as rush current protection for Li-battery

DC-DC converter for HVDC



Coupled Inductors

Power Transformers

EV QUICK CHARGERS



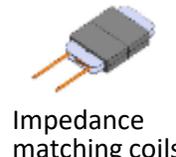
Gate Drive Transformers



Choke Modules

Power Transformers

WIRELESS CHARGING FOR EV



Impedance matching coils

Wireless Power Charging



RPS



Rotor position sensor for HEV/EV motor control

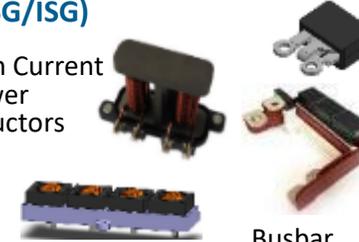


SMD-R

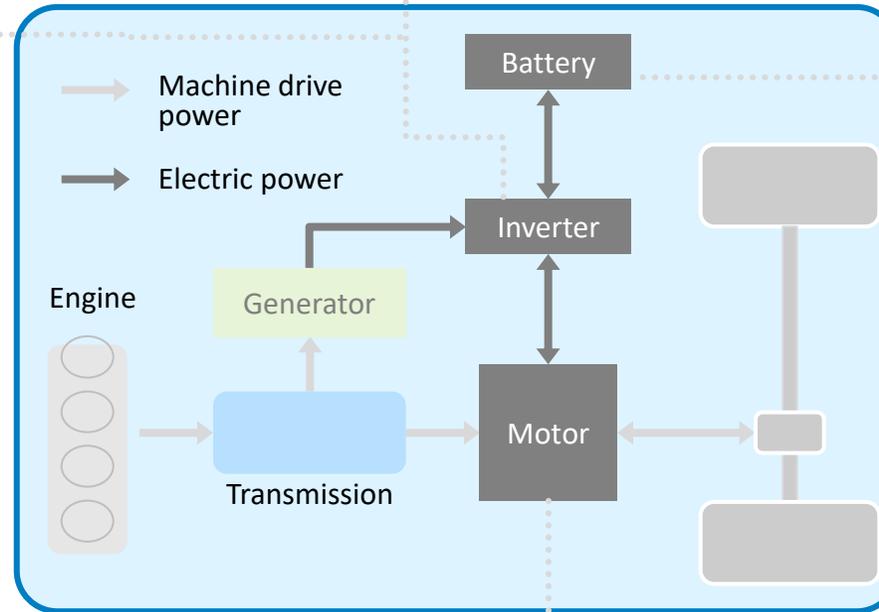
FOR MILD HV (BSG/ISG)



High Current Power Inductors



Busbar



ON BOARD CHARGER (OBC)



Power Transformers



Power Inductors



Panta FIX Crimp

Current Transformers



PFC Module

Key Applications: Industrial Electronics

SOLAR POWER

PFC inductors

AC Chokes Choke Modules

Power & Pulse Transformers

WIND POWER GENERATION

DC Link Chokes

Edgewise Coils

Panta FIX Jumper

POWER LINE COMMUNICATION

Isolation Transformers

Common Mode Chokes

Rod Core Chokes

SIGNAL

RF Chip Inductors

Transformers

FORKLIFTS & HYBRID CONSTRUCTION MACHINERY

Transformers & Reactors

Panta FIX Jumpers

Panta FIX Crimp

INVERTERS FOR ELECTRICITY GENERATION

DCL/ACL Reactors

Transformers

SECURITY, RFID

RFID Antenna

RF Chip Inductors

Common Mode Chokes

AC Common Mode Chokes

Normal Mode Chokes

CATALOGUE SOLENOIDS

HYDRAULIC VALVE COILS

INDUSTRIAL SOLENOIDS

CONTROL SYSTEMS FOR INDUSTRIAL ROBOTS

Reactors

Transformers

Power Inductors

Panta FIX Jumpers

MRI

Isolation & Network Isolation Transformers

5G MOBILE COMMUNICATION BASE STATION

PoE Transformers

Common Mode Chokes

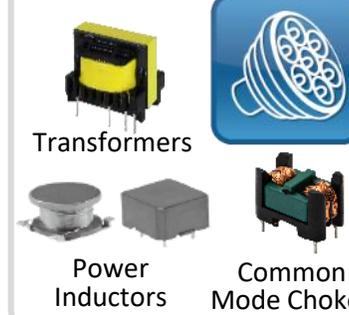
Power Inductors

Key Applications: Consumer Electronics

SMART PHONES · TABLET PCs · MOBILE PHONES · WIRELESS CHARGING SYSTEMS



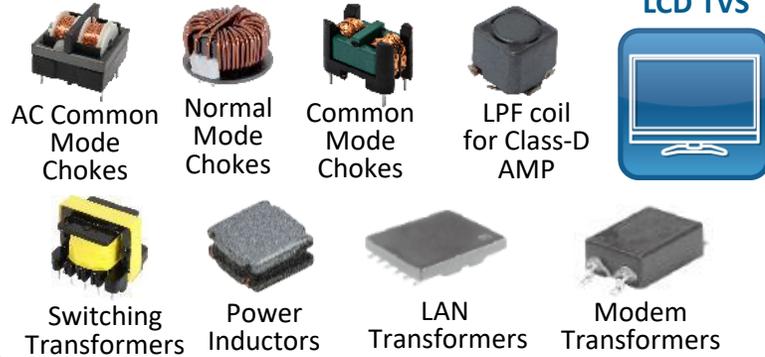
LED LIGHTING



GAME CONSOLES



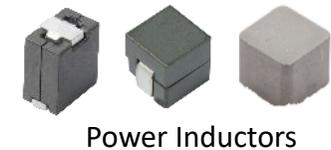
LCD TVS



DIGITAL STILL CAMERAS



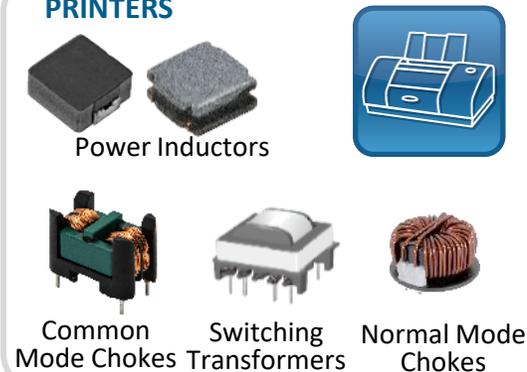
SERVER



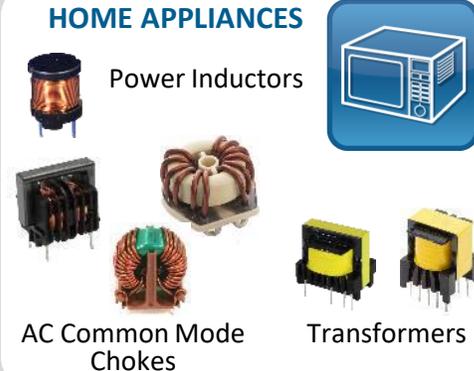
AIR-CONDITIONERS



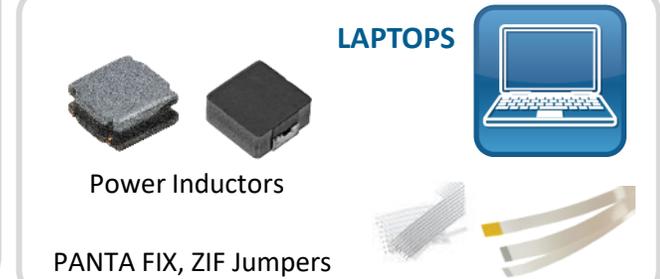
PRINTERS



HOME APPLIANCES



LAPTOPS



February 6, 2026
SUMIDA CORPORATION

Notice of Start of Operations at a New Plant of Sumida Electronic Vietnam Co., Ltd.

SUMIDA CORPORATION (the "Company") hereby announces that Sumida Electronic Vietnam Co., Ltd., a member of the SUMIDA Group, has started operations at its new Hai Phong Plant. Details are as follows.

Details

1. Background behind and objective of the relocation to the new plant

The SUMIDA Group's plants in Vietnam have been expanded as described below. Because the previous Hai Phong Plant was leased, room for expansion was limited. Now, the Company built its own new plant, relocated production equipment from the previous plant, and started the operation of this new plant in January 2026. The new plant can be expanded to up to three times the size of the previous plant. Currently the Company is only manufacturing products for consumer electronics at the plant, but it will also produce automotive products, demand for which is growing.

Hai Phong New Plant

Plant Name	Established	Objective	Total Floor Area
Former Hai Phong Plant	Feb-10	New construction	4,423 m ²
New Hai Phong Plant	Jan-26	New construction	12,131 m ²

Plant Name	Established	Objective	Total Floor Area
Quang Ngai Plant I	Jan-16	New construction	10,000 m ²
Quang Ngai Plant II	Jan-22	Expansion	20,000 m ²
Quang Ngai Plant III	Nov-22	Expansion	33,000 m ²

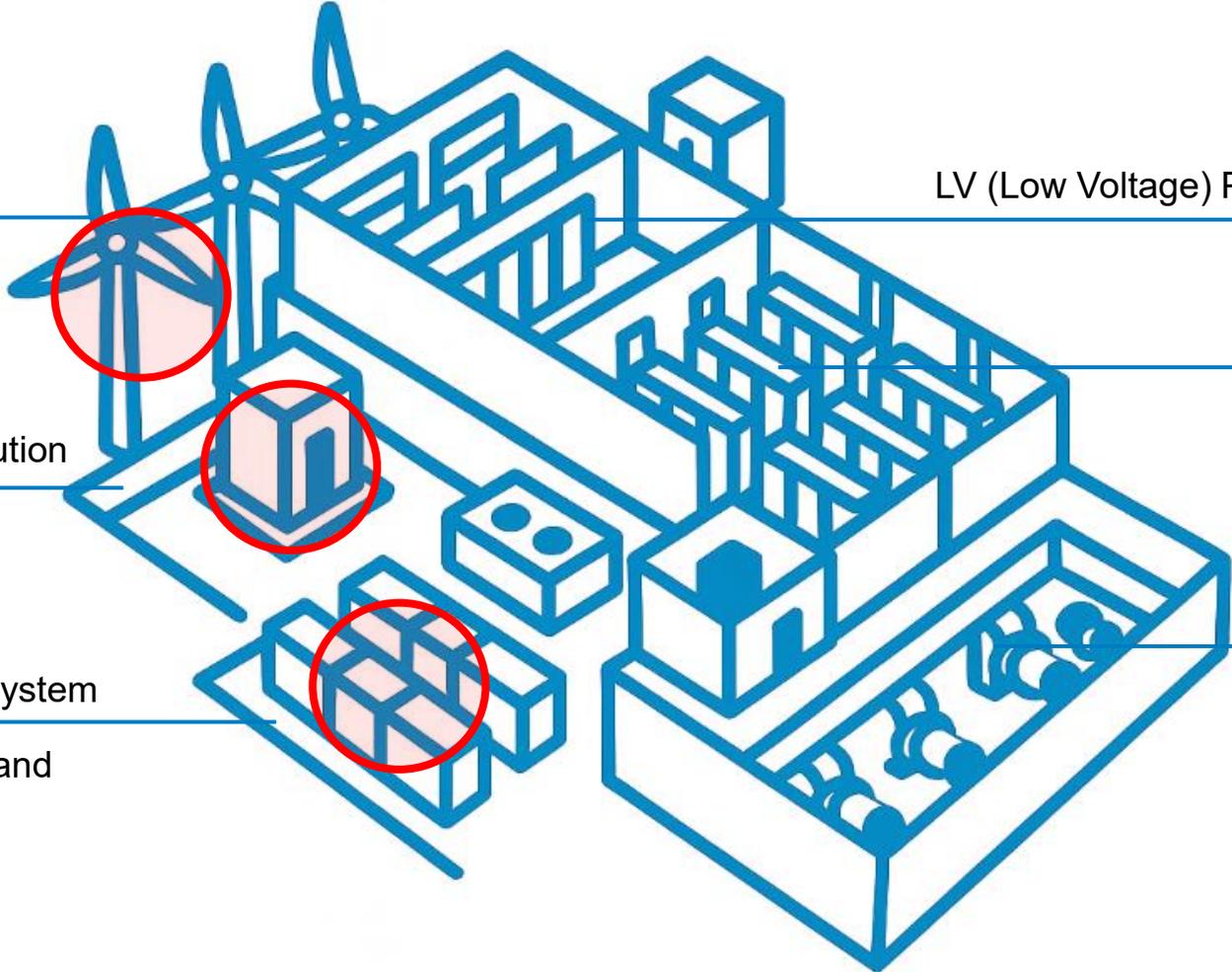
Publication Date: February 6, 2026

Plant name	Hai Phong New Plant
Date operations commenced	January 2, 2026
Main production items	Inductors and transformers for consumer electronics components
Total floor area	12,131 m ²

<p>Background and Purpose</p>	<ul style="list-style-type: none"> ✓ Because the previous Hai Phong Plant was leased, room for expansion was limited. ✓ By establishing our own new plant, we are now able to expand up to three times the size of the previous plant.
<p>Future measures</p>	<ul style="list-style-type: none"> ✓ In addition to products for consumer electronics components, we will also produce automotive products, demand for which is growing.

Details are available [here](#)

AI Data Center Image



HV (High Voltage) Power Distribution

Highly Customized Extra-Large Transformers and Chokes

Main Power - MV (Medium Voltage) Distribution

Highly Customized Large Transformers and Chokes

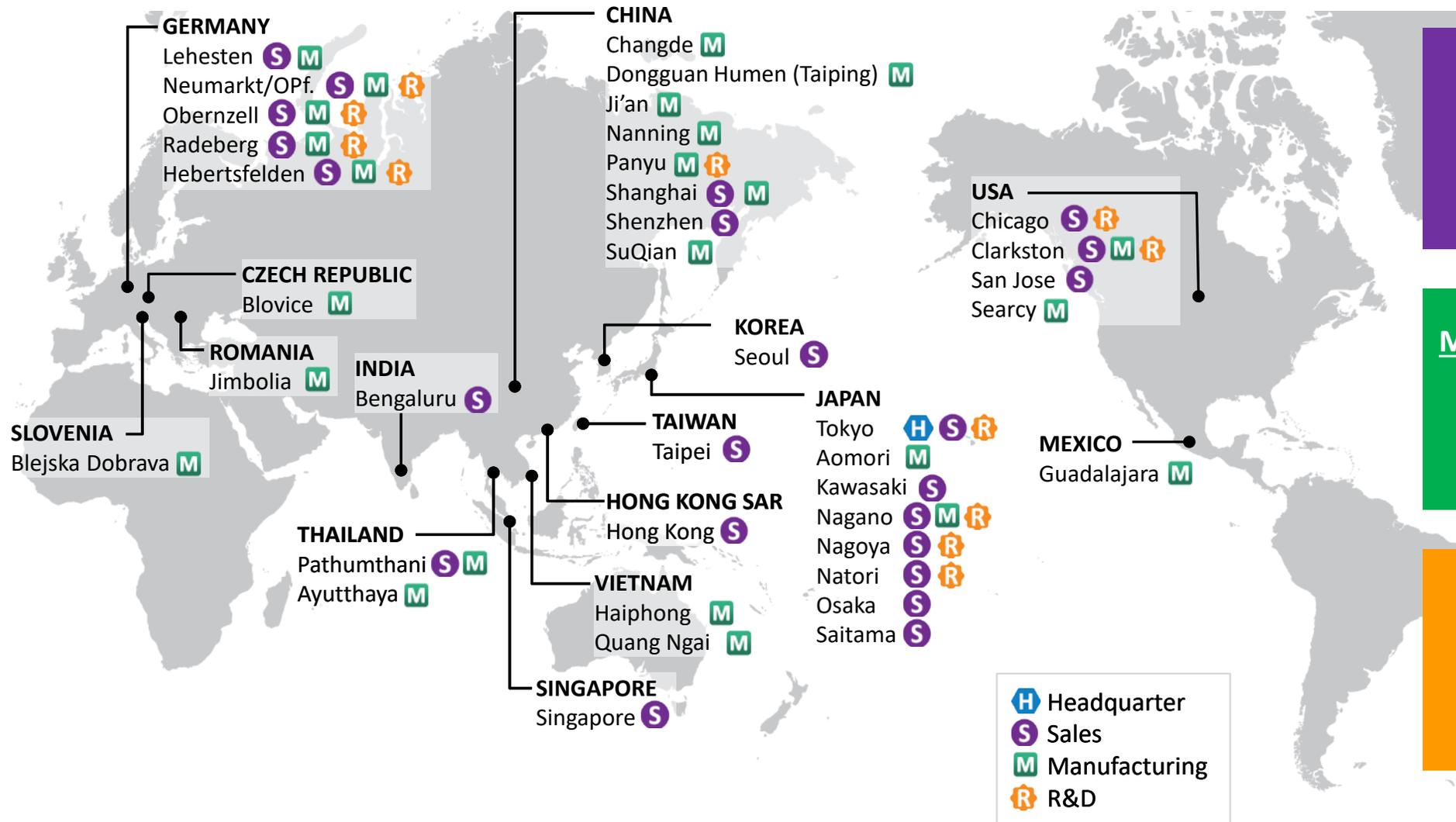
Back-up Power – Battery Energy Storage System

Highly Customized Transformers, Chokes, and Power Inductors

LV (Low Voltage) Power Distribution

Server Cabinets

Cooling Units for Entire System



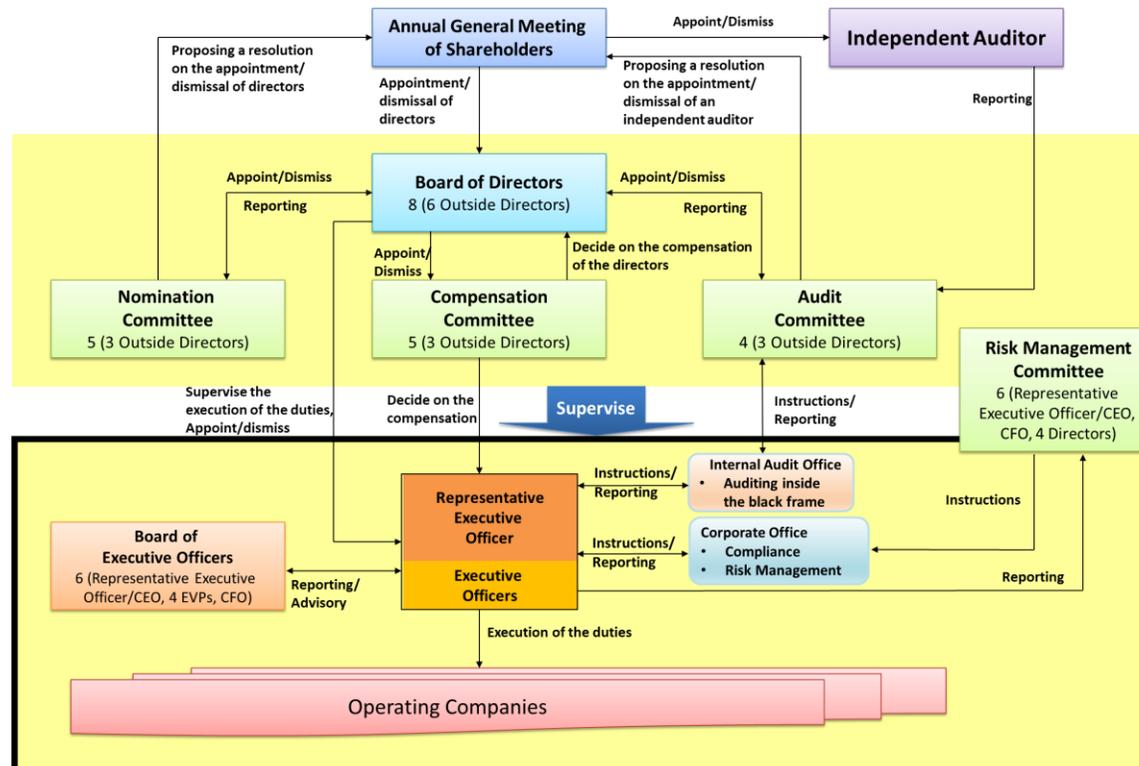
SALES (23 offices)
 15 Asia
 5 Europe
 3 North America

MANUFACTURING (24 offices)
 13 Asia
 8 Europe
 3 North America

R&D (11 offices)
 5 Asia
 4 Europe
 2 North America

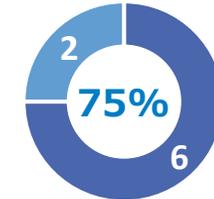
- ✓ SUMIDA was the first among listed companies in Japan to adopt the institutional design of a company with nomination committee, etc.
- ✓ The three statutory committees (Nomination, Audit, and Compensation Committees) are chaired by independent outside directors, and the majority of members of each are independent outside directors.
- ✓ Meetings of the Board of Directors (hereinafter called “BoD”), Nomination Committee, and Compensation Committee are all held in English.

Corporate Governance Structure



Composition of the BoD

Ratio of Outside Directors



■ Outside director ■ Director

Ratio of Female Directors



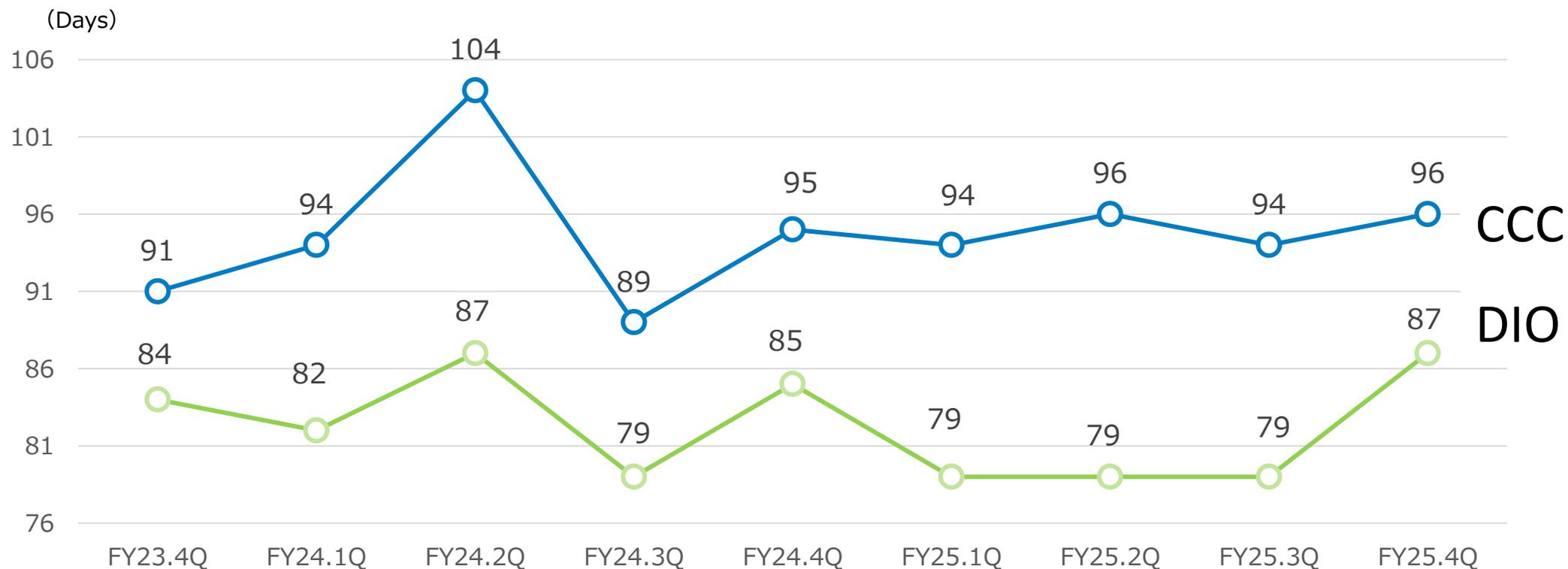
■ Female Director ■ Male director

Ratio of Non-Japanese Directors



■ Non-Japanese Director
■ Japanese Director

CCC / Days Inventory Outstanding (DIO)

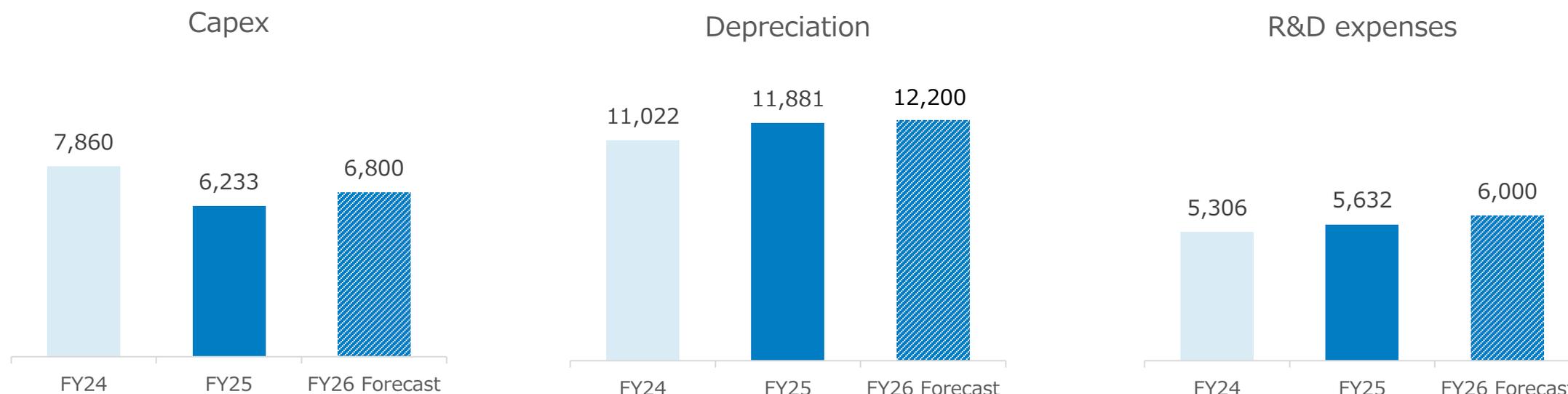


Closing Exchange Rate

USD / JPY	141.51	151.43	160.93	142.36	156.15	149.14	144.11	148.05	156.59
EUR / JPY	156.54	163.36	172.14	159.05	162.70	161.55	168.98	173.84	183.58
CNY / JPY	19.90	20.86	22.03	20.42	21.34	20.52	20.11	20.77	22.38
HKD / JPY	18.12	19.35	20.61	18.33	20.11	19.17	18.36	19.03	20.12

(million yen)

	FY24 Actual	FY25 Actual	FY26 Forecast
Capex	7,860	6,233	6,800
Depreciation	11,022	11,881	12,200
R&D expenses	5,306	5,632	6,000



Exchange Rate Sensitivity

Calculation period: 3 months (October to December 2025)

Currency	FY25.4Q Exchange Rate* ¹	Fluctuation	Sensitivity for Operating profit	(Reference) FY2025 Forecast* ² Expected Exchange Rate
	円	-	百万円	円
USD	152.73	1 yen (weak)	+54	145.00
EUR	177.70	1 yen (weak)	+14	159.50
CNY* ³	21.48	0.1 yen (weak)	-35	20.40
HKD* ³	19.64	0.1 yen (weak)	-7	18.60

Calculation period: 12 months (January to December 2026)

Currency	FY26 Exchange Rate	Fluctuation	Sensitivity for Operating profit
	円	-	百万円
USD	150.00	1 yen (weak)	+241
EUR	180.00	1 yen (weak)	+19
CNY* ³	21.43	0.1 yen (weak)	-97
HKD* ³	19.22	0.1 yen (weak)	-89

*¹ Average exchange rate during the period

*² Disclosed on February 7, 2025 Forecast.

*³ The main production sites are in China.
As CNY is the main currency associated with production, exchange rate sensitivity is displayed as a negative.

Updates in the quarter under review are as follows.

IRライブラリー	IR Document Archive	JP	EN
中期経営計画説明資料	Mid-Term Business Plan	JP	EN
個人投資家向け会社説明会資料	Briefing Session for Individual Investors	JP	EN
Factbook	Factbook	JP	EN
スミダESGレポート	SUMIDA ESG Report	JP	EN
ESG Data	ESG Data	JP	EN
TCFDに基づく情報開示	Climate-related Financial Disclosure based on TCFD	JP	EN
コーポレートガバナンス報告書	Corporate Governance Report	JP	EN
スポンサード・リサーチレポート	Sponsored Research Report	JP	EN
会社案内ビデオ（270秒）	Corporate Video (270 sec)	JP	EN

The statements contained in this document include forward-looking statements about the Company. These forward-looking statements are based on information currently available to the Company. Please note that actual results may differ from these forward-looking statements due to unforeseen events, changes in the business environment (including changes in global economic conditions, business structure, competitive conditions, technological trends, public regulations, social and labor environment, etc.) and other factors. We have no obligation to update any forward-looking statements, even if actual results may differ from those in such forward-looking statements. We shall not be liable for any loss or damage arising from or in connection with such forward-looking statements.

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In some cases, the original figures in this material, which are managed in millions of yen, are shown in hundreds of millions of yen, and the total amount, difference, etc. may be inaccurate. If you need detailed figures, please refer to the Financial Statements.

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