

# Financial Results Briefing for FY24

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SATORI ELECTRIC CO., LTD.

July 17, 2025

- 1 . Financial Results for FY24 / Financial Highlights (Consolidated)
- 2 . Progress on Medium-Term Management Plan 2026

# 1. Financial Results for FY24 / Financial Highlights(Consolidated)

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# Financial Results for FY24 / Financial Highlights

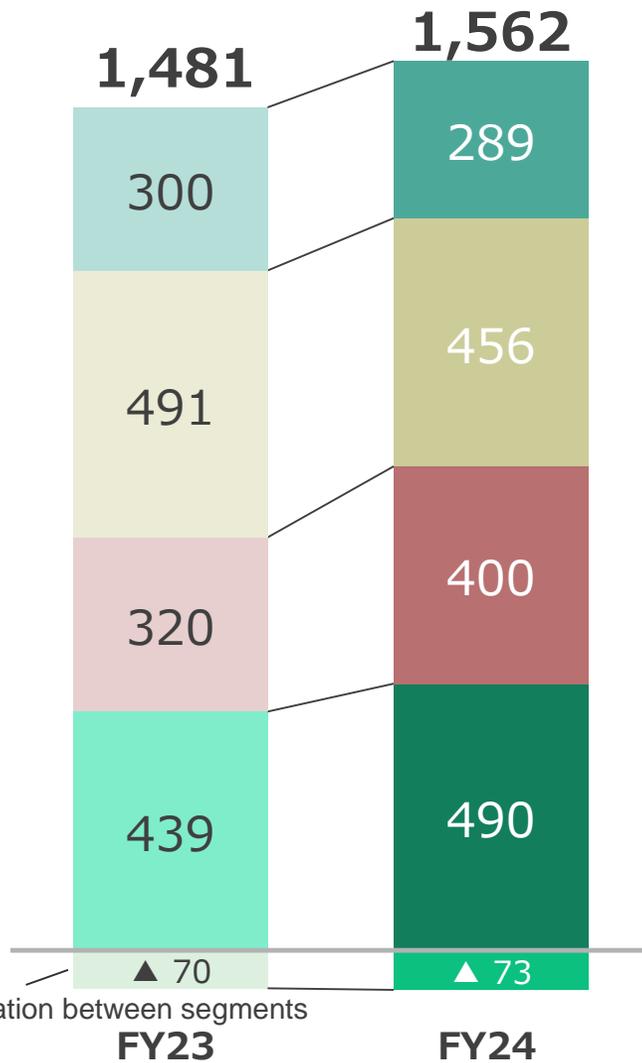
(Unit: 100 million yen)

	FY23	FY24		FY25	
	Results	Results	YoY	Forecast	YoY
Net sales	<b>1,481</b>	<b>1,562</b>	+5%	<b>1,600</b>	+2%
Operating profit	47.5	39.9	▲16%	43	+8%
Ordinary profit	36.5	30.5	▲16%	35	+15%
Profit attributable to owners of parent	21.5	25.2	+17%	26	+3%
Monthly Average/ Forecast Exchange Rate (US\$/¥)	147.2 yen	151.4 yen		140 yen	

- Both Net Sales and Profit attributable to owners of parent increased year-on-year.
- For FY25, continued growth in both Net sales and Ordinary profit is projected.

# FY24 YoY Net Sales Comparison by Segment and Key factors

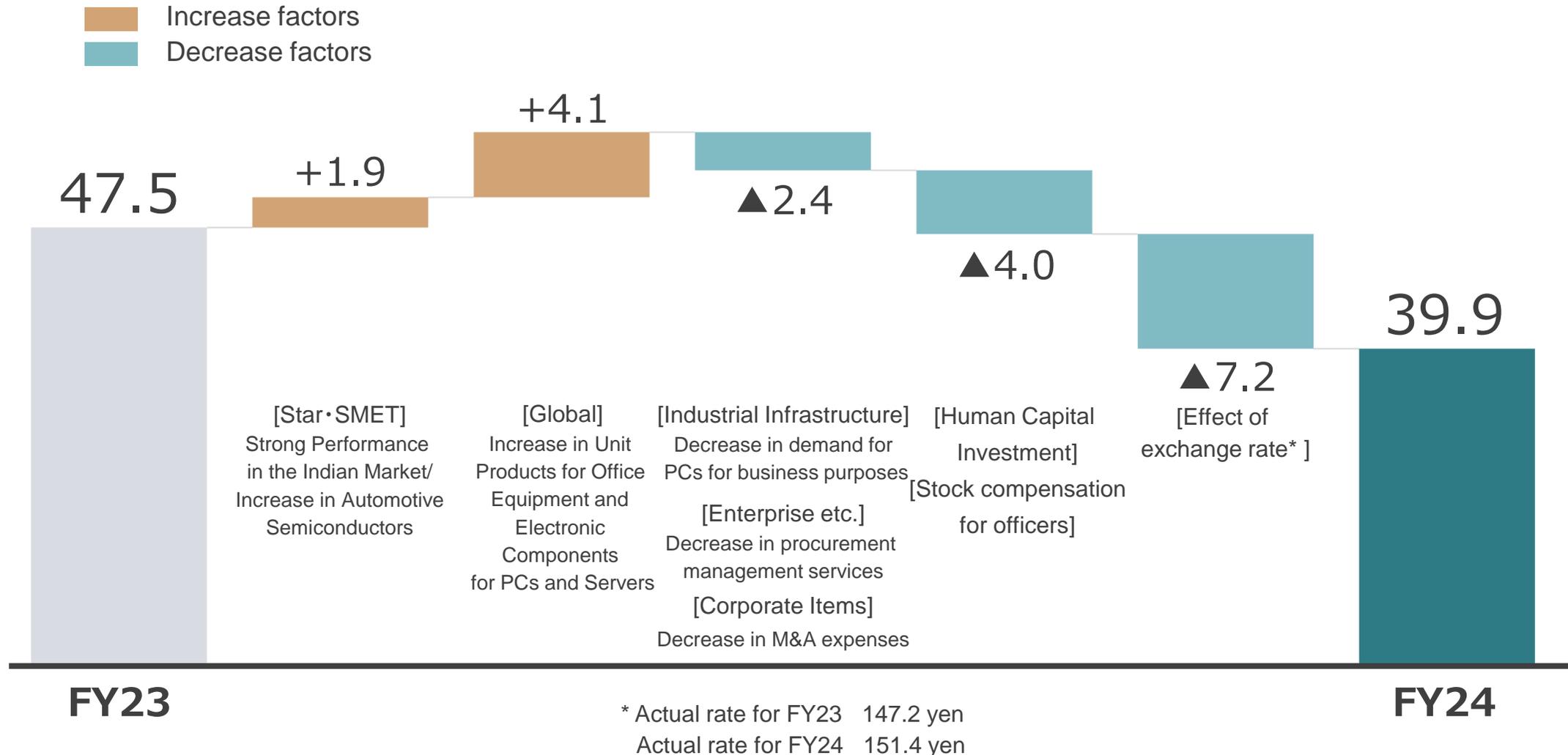
(Unit: 100 million yen)



Segment	YoY (amount) YoY (Rate)	Key factors
Industrial Infrastructure	▲ 11 ▲ 4%	[▲] Decrease in demand for PCs for business purposes
Enterprise	▲ 36 ▲ 7%	[▲] Decrease in sales of procurement management services
Mobility	+80 +25%	[+] Strong Performance in the Indian Market; increased sales of semiconductors for automotive applications
Global	+51 +12%	[+] Increased Sales of Unit Products for Office Equipment and Electronic Components for PCs and Servers

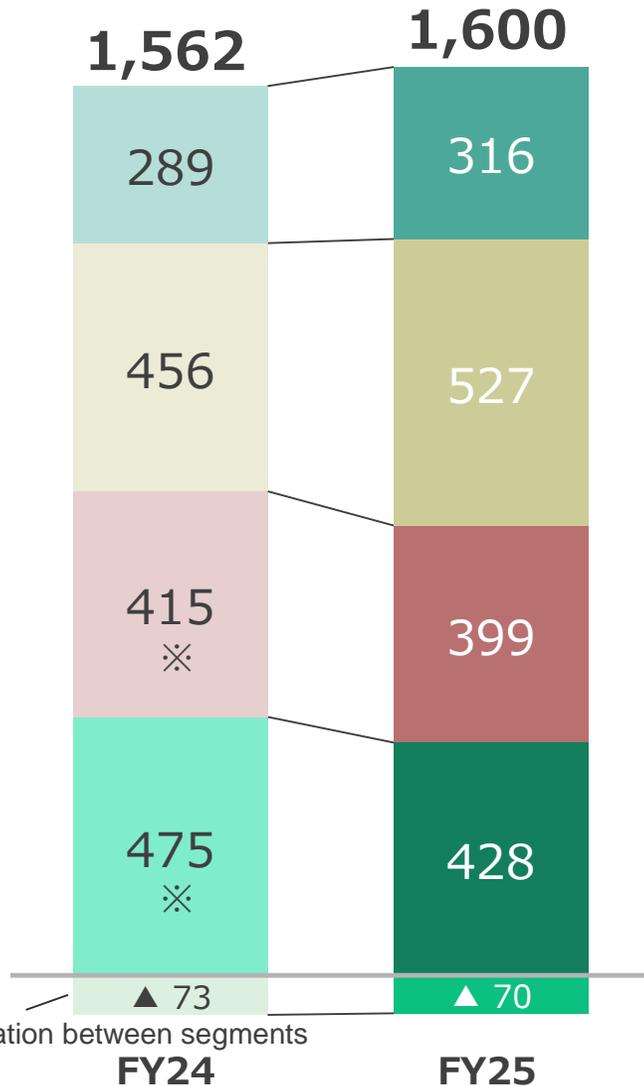
# FY24 Key Factors for the Increase (Decrease) in Operating Profit

(Unit: 100 million yen)



# FY25 YoY Net Sales Comparison by Segment and Key factors

(Unit: 100 million yen)

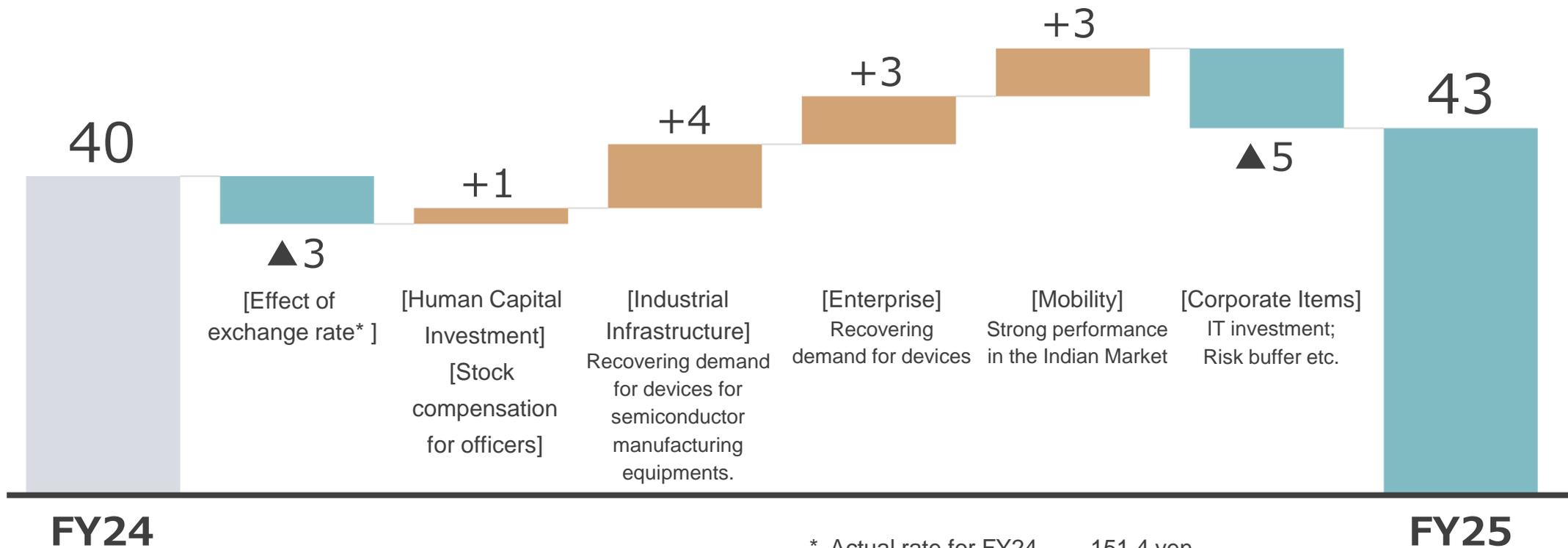


Segment	YoY (amount) YoY (Rate)	Key factors
Industrial Infrastructure	+27 +9%	[+] Recovering demand for devices for semiconductor manufacturing equipment.
Enterprise	+71 +16%	[+] Recovering demand for procurement management services
Mobility	▲16 ▲4%	[▲] Decreased sales of semiconductors for automotive applications in Japan
Global	▲47 ▲10%	[▲] Decreased Sales of Unit Products for Office Equipment and Electronic Components for PCs and Servers

# FY24 Key Factors for the Increase (Decrease) in Operating Profit

(Unit: 100 million yen)

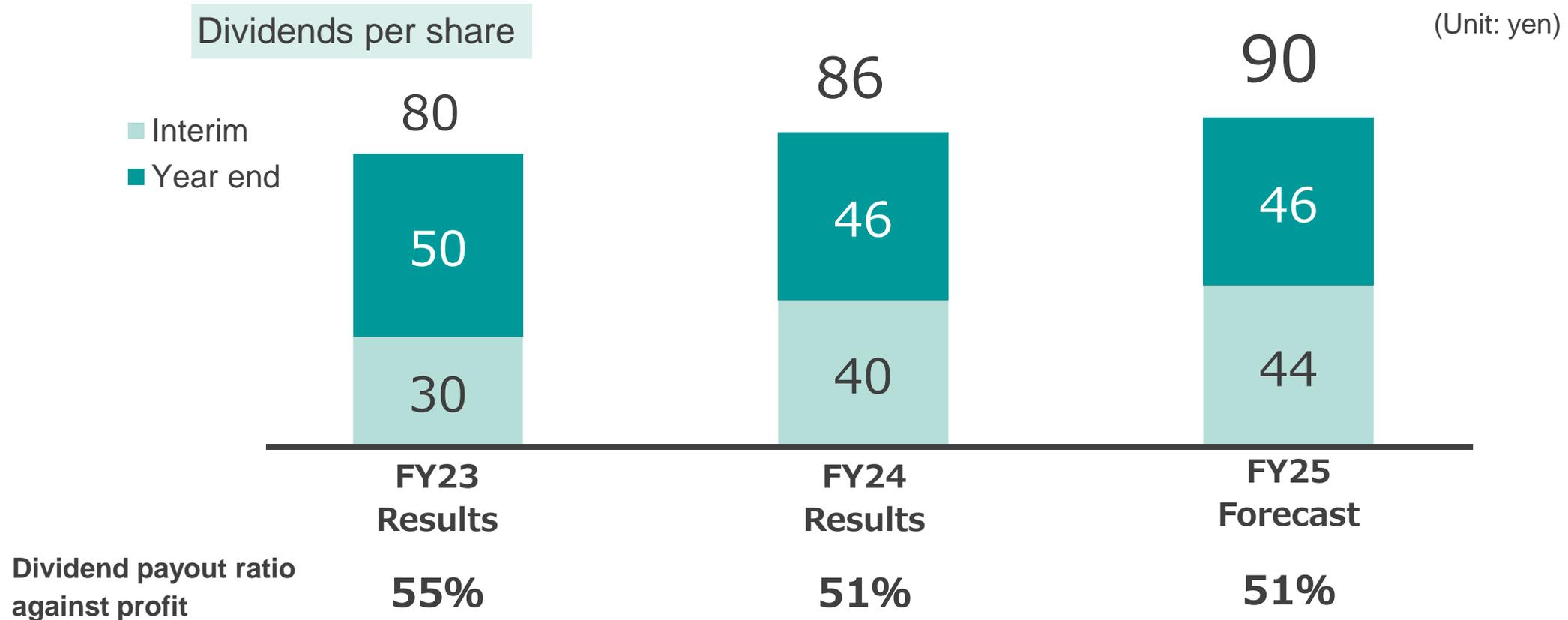
■ Increase factors  
■ Decrease factors



\* Actual rate for FY24 151.4 yen  
 Budgeted rate for FY25 140.0 yen

# Dividend for FY24

Dividend Policy: We consider our dividend policy a key management priority. Our basic approach is to strike a balanced allocation between shareholder returns and internal reserves. Taking into account our overall business outlook, we aim to provide performance-linked dividends with a target payout ratio of 50%.



# Regarding Cancellation of Treasury Shares

## Notice Regarding Cancellation of Treasury Shares (Disclosed on July 14, 2025)

### [Details of Cancellation]

- |                                      |   |
|--------------------------------------|---|
| 1. Class of shares to be cancelled:  | Common shares   |
| 2. Number of shares to be cancelled: | 3,000,000 shares<br>(Percentage of shares issued before<br>cancellation is 17%) |
| 3. Expected date of cancellation:    | July 22, 2025   |

## 2. Progress on Medium-Term Management Plan 2026

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# Amendments to the Medium-Term Management Plan

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# FY26 Profit and Loss Trends by Segment

(Unit: 100 million yen) Upper: Sales Lower: Operating profit	Amended Forecast			Initial Forecast		Reason for the amendments
	Forecast	Profit ratio	VS Initial Forecast	Forecast	Profit ratio	
Industrial Infrastructure	333 19.4	5.8%	▲4% ▲3%	347 19.9	5.7%	
Enterprise	543 14.8	2.7%	▲11% ▲16%	613 17.7	2.9%	[Decrease of sales and profit] Reassessing demand for device
Mobility	411 21.4	5.2%	+1% ▲0%	407 21.5	5.3%	
Global	450 10.0	2.2%	▲7% +13%	482 8.8	1.8%	[Decrease of sales] Reassessing demand for PCs & Servers [Increase of profit] Increase of Semiconductor circuit design business
Corporate Items and Eliminations	※1 ▲87 ▲17.6	-	- -	▲49 ▲12.9	-	Includes Risk buffer
Total	1,650 48.0	2.9%	▲8% ▲13%	1,800 55.0	3.1%	

※1 Includes elimination of inter-segment transactions.

# Business Strategies by segment

## Industrial Infrastructure



- ▶ Solving social challenges such as declining birthrate, aging population, and labor shortages through the use of industrial robots, solution implementation, and data utilization

## Enterprise



- ▶ Expanding line card to meet diverse customer needs
- ▶ Contributing to the realization of a sustainable society through the provision of renewable energy solutions

## Mobility



- ▶ Contributing to the realization of a carbon-neutral society through the electrification and DX of mobility
- ▶ Contributing to the growing Indian market

## Global



- ▶ Exploring new customers and new products
- ▶ Expanding semiconductor circuit design business

# **Business Strategy I**

## **Solving Social Challenges through the Use of Industrial Robots**

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# Solving Social Challenges through the Use of Industrial Robots

## Conventional Practices

Standardized tasks

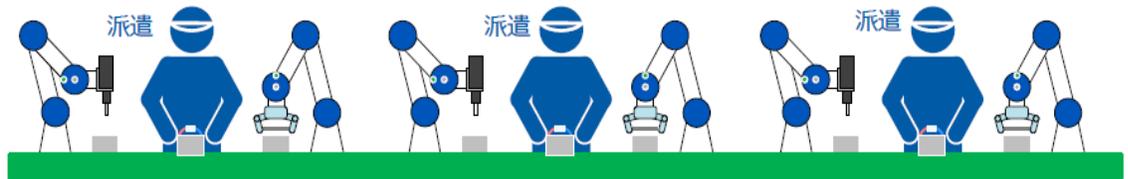


Heavy labor  
•  
Hazardous operations



## Satori Electric's Initiatives

- ▶ Automation of complex and skilled tasks
- ▶ Enabling collaborative work between humans and robots
- ▶ Providing robot dispatch services tailored to peak-demand periods



Contributing to elimination of labor shortage and improved efficiency  
in small- to mid-sized and complex factory lines across Japan

# Use Case of Industrial Robots: Standardized Task Applications

◇ Metal Part Loading/Unloading for Machine Tools



BROTHER  
INDUSTRIES

Collaborative  
Robot

Standardized  
Tasks

◇ Automation of boxing and palletizing processes at a sake brewery



MACHIDA  
SHUZO

Industrial  
Robots

Heavy Labor



◇ Feeding and unloading for PCB depaneling machines



AUROTEK

Collaborative  
Robot

Standardized  
Tasks

◇ Automotive parts manufacturing processes



KATO METECH

Collaborative  
Robot

Standardized  
Tasks



# Use Case of Industrial Robots -Complex and Skilled tasks-

- ◇ Inspection of fine surface irregularities on automotive painted parts

Hakko Automation

Collaborative  
Robot

Skilled tasks

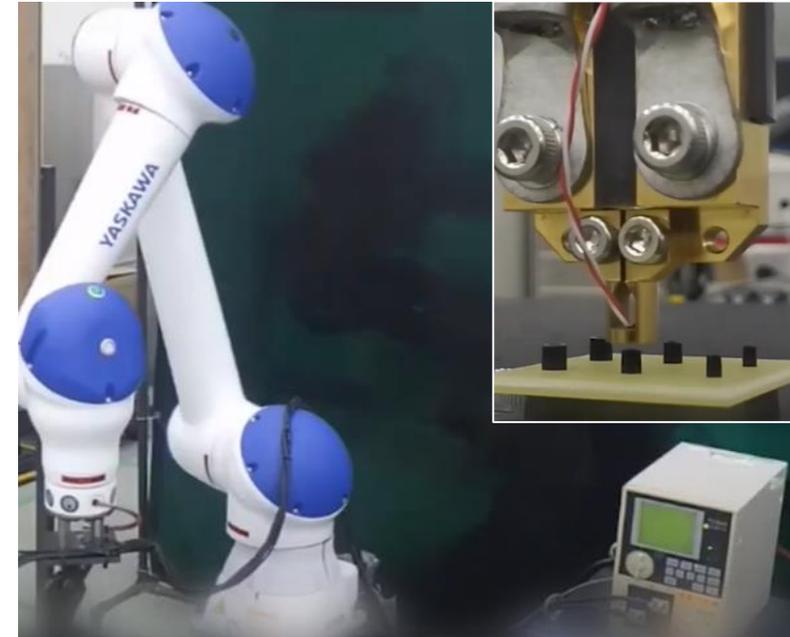


- ◇ Thermal welding of automotive parts

Nippon Avionics

Collaborative  
Robot

Skilled tasks



Expanding into complex and multifunctional application areas

# **Business Strategy II**

## **Renewable Energy Solutions Provider**

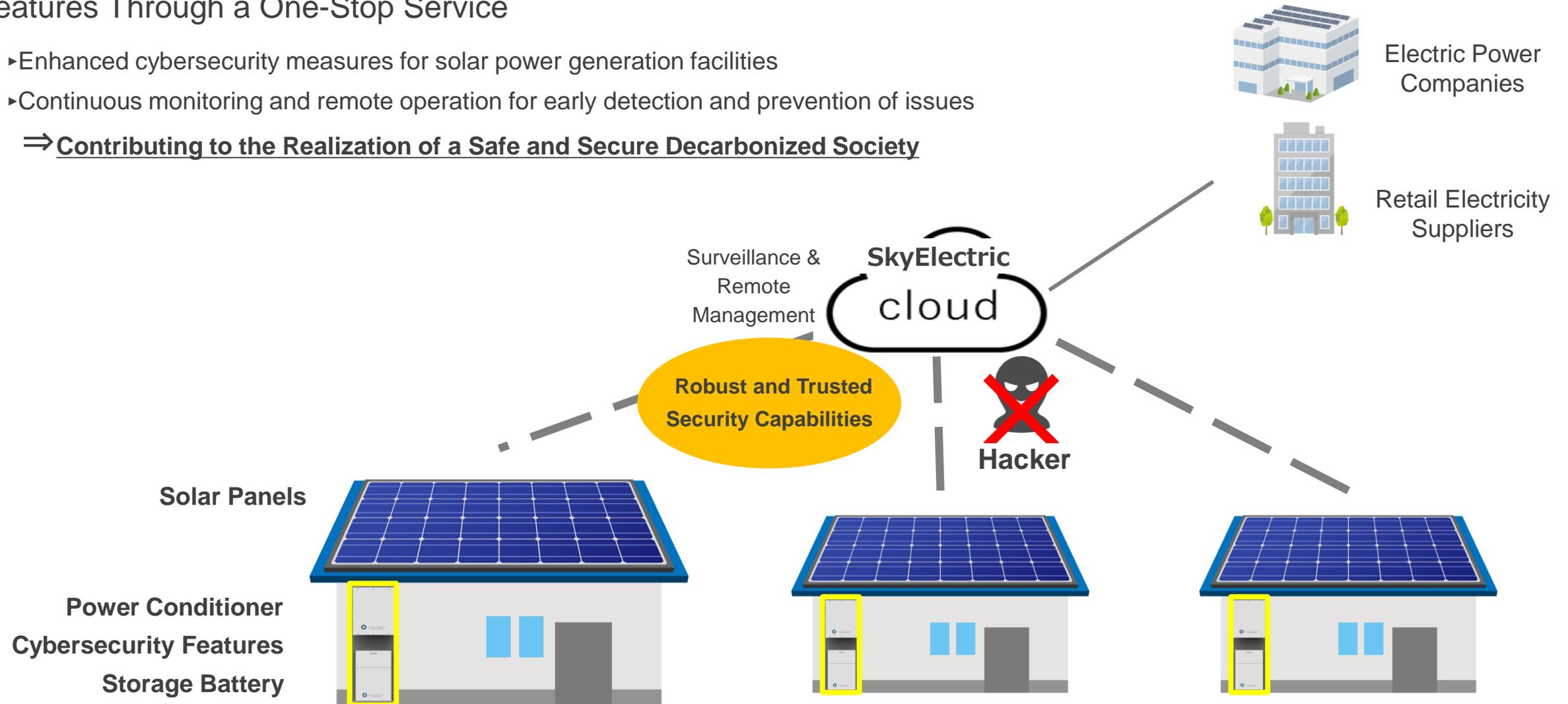
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# Initiatives as Renewable energy solutions provider

Providing World-Class Renewable Energy Solutions with Advanced Cybersecurity Features Through a One-Stop Service

- ▶Enhanced cybersecurity measures for solar power generation facilities
- ▶Continuous monitoring and remote operation for early detection and prevention of issues

⇒ Contributing to the Realization of a Safe and Secure Decarbonized Society



# Cybersecurity system Introduction

## Sky Electric, Inc.

- Founder : Ashar Aziz\*
- Business : Development, manufacture and sales of Solar & Storage system
- Head office : Florida, USA

\*Holding over 80 patents related to various cybersecurity technologies



## [Sky Electric Secure Gateway(SSG)] provided by Sky Electric

Equipped ***with industry-leading cybersecurity features*** that fully comply with both Japanese and U.S. cybersecurity standards



Satori, as an authorized distributor of Sky Electric, is contributing to the realization of a safe and secure decarbonized society.

# **Business Strategy III**

## **SMET's Business Expansion in India**

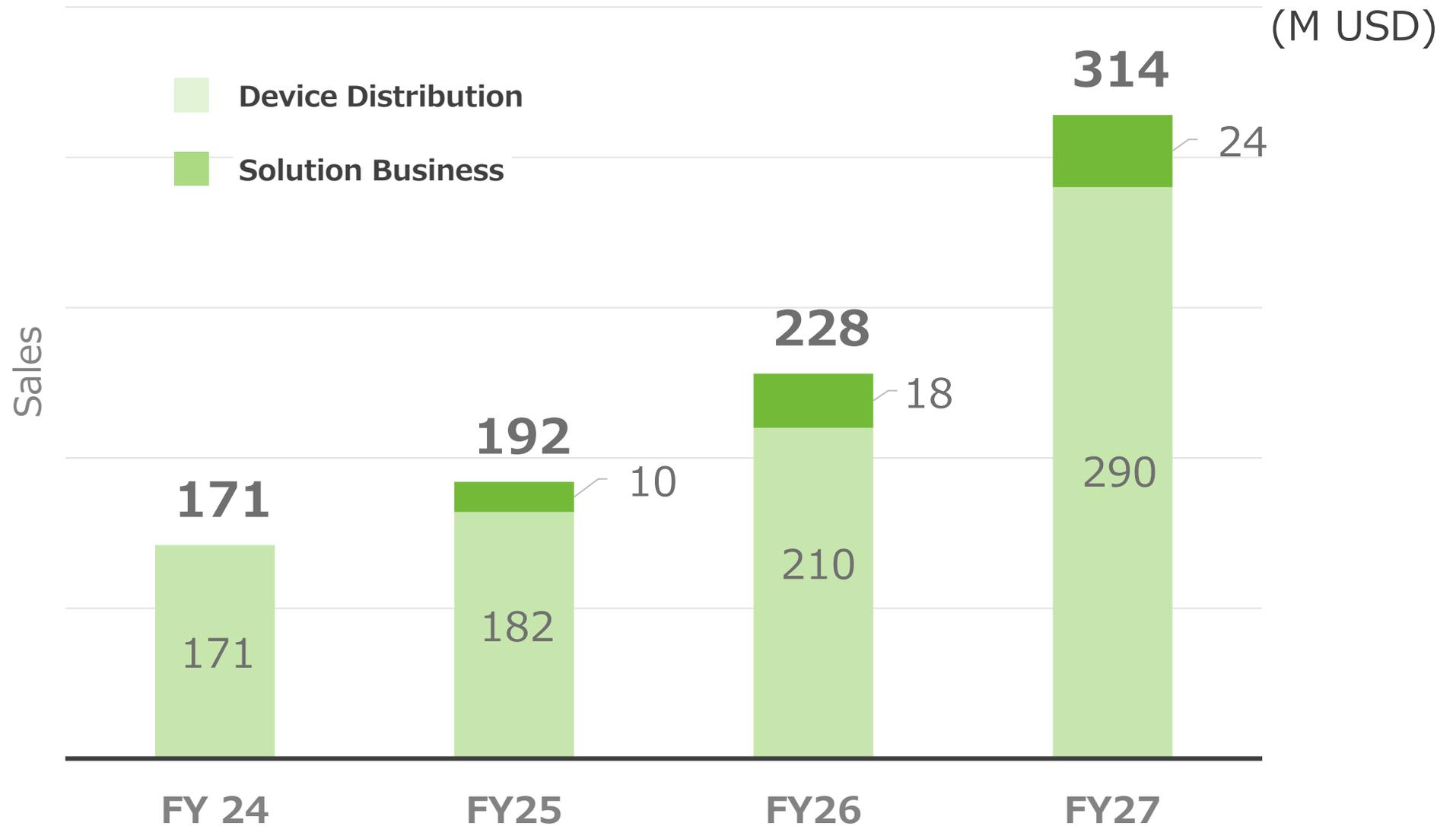
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# FY24 Results & FY25 Estimation

(M USD)

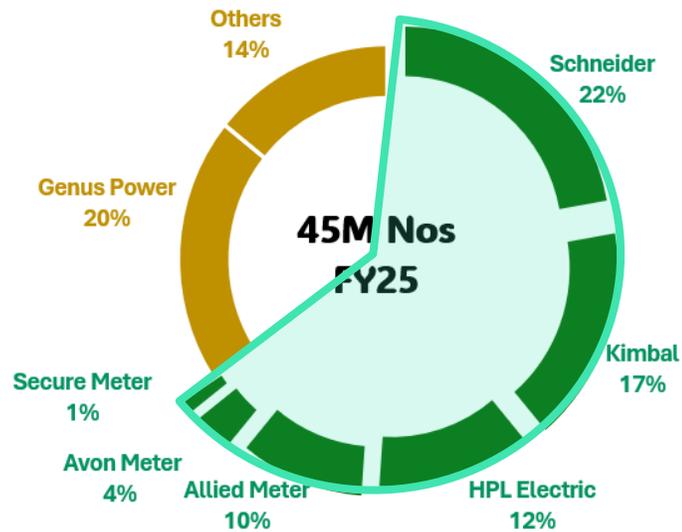
	FY24 Result	VS FY23	FY25 Estimation	VS FY24
Net Sales	171	137%	192	113%
Gross Profit	14	123%	17	119%
Gross Profit Margin (%)	8.2%		8.5%	
Operating Expense	10	112%	10	107%
Operating Income	4	155%	6	145%
Operating Income Ratio (%)	2.6%		3.3%	

# Medium-term Figures



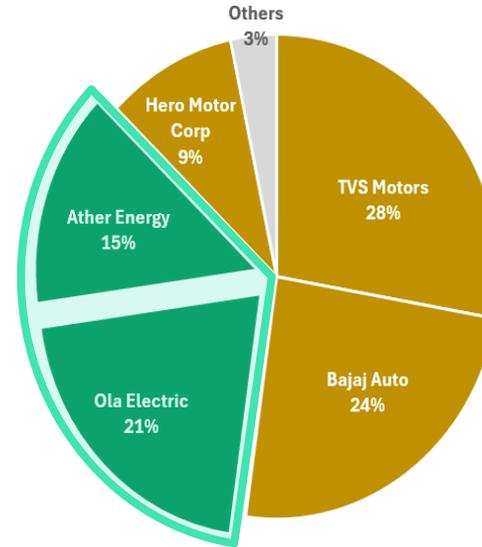
# SMET Relationship with Customers and Suppliers

## Smart Meter



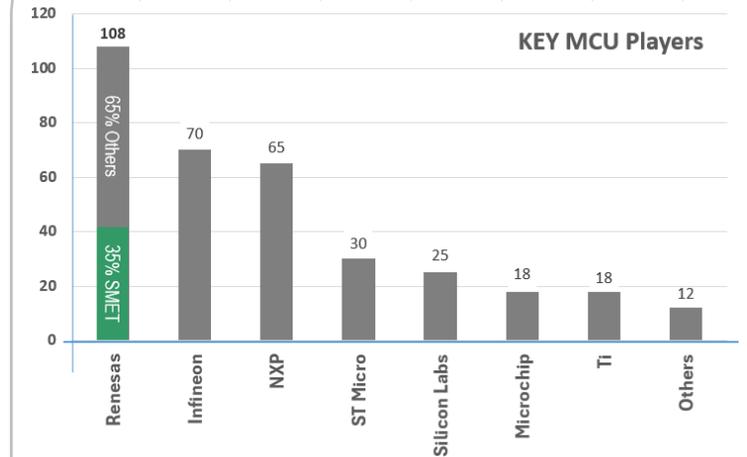
- 70% components share across 66% of smart meter customers such as Schneider, Kimbal
- 30% components share across remaining 34% of customers such as Genus

## EV 2-Wheeler



- OLA and Ather – 35% India market Share, SMET components share 50%
- Design-in approach  
TVS & Hero: Cluster  
Bajaj: Cluster & Motor Control systems

## Key MCU players in India



- Renesas is #1 MCU player in India.
- SMET have almost 35% share of Renesas MCU Business.

# ① Locomotive In-Coach Infotainment, Security Solutions

## Contract Signed and Business Deal Initiated with Railway Equipment Companies



1. B-Win: Though their design partner—**GEOCON**



Initial mass production order



Initial mass production order

**FY25 OR Total US\$360K**

2. D-Win:  
**SPARSH CCTV**



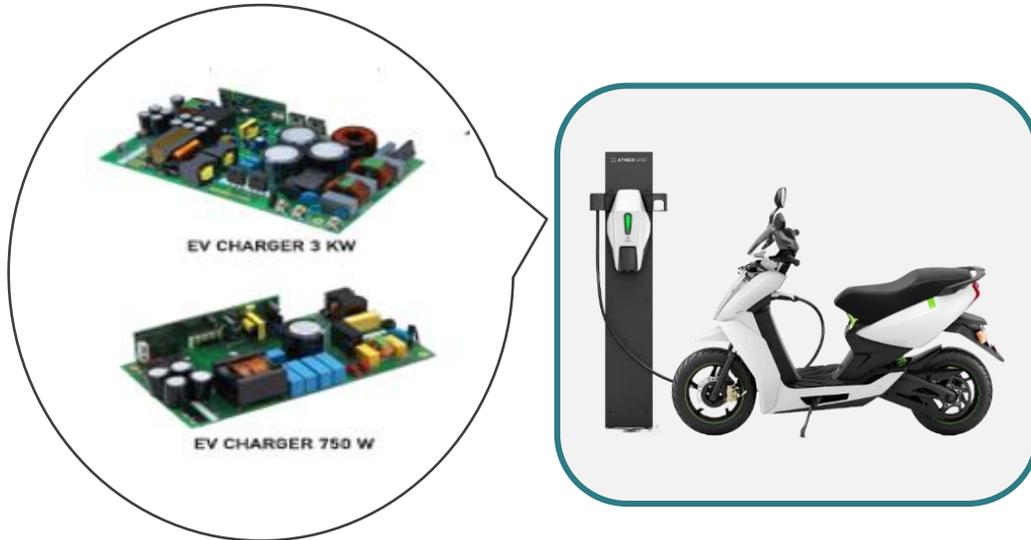
## ② EV Charger Solutions

SMET have developed India's first locally designed EV charger

◆ **Full-Range Solutions for EV Two-Wheelers and Three-Wheelers**

350W / 750W / 1500W / 2200W / 3300W

◆ **Next-Generation models equipped with GaN devices are under development**



□ **B-Win with :** **ANEVOLVE**

ANAND Group, the Second-Largest Tier 1 Supplier in the Indian

First production orders awarded.

□ **Approaching**

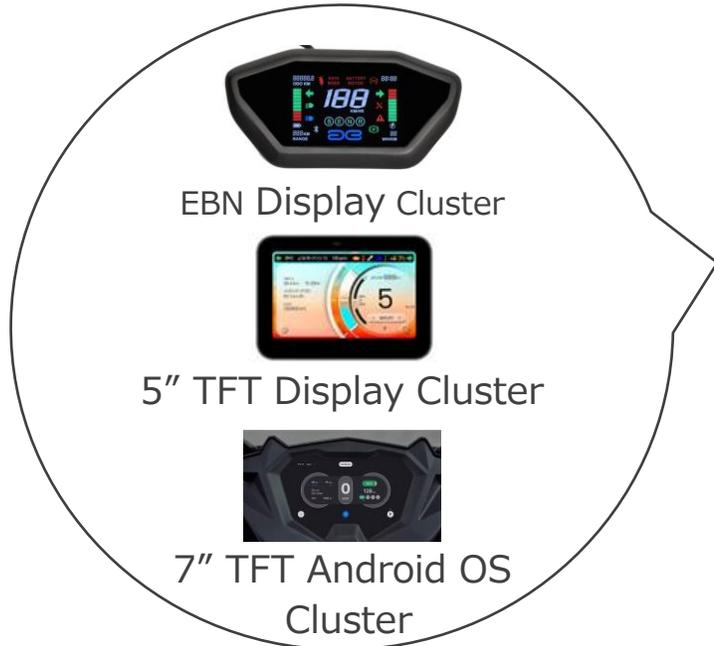
- Star Engineers
- TVS Motors
- Simple Energy, etc.

### ③ EV Cluster Solutions

Providing solutions that cater to diverse market needs.

◆ 90% components share in SMET EV Clusters Solutions

Tianma TFT, MCU/ MPU, Antenna and Other passive semiconductors and connectors



The forward-looking statements contained in this material are based on Satori's current assumptions, expectations and beliefs in light of the information currently possessed by it, and involve known or unknown risks, uncertainties and other factors could lead to outcomes that differ materially from those presented in such forward-looking statements.

These risks, uncertainties and other factors referred to above include, among others:

Economic conditions and consumer trends in major markets  
Large fluctuations in foreign exchange rates  
Substantial fluctuation in prices in capital markets  
Rapid changes in the supply-demand relationship in the major product markets  
Technological innovation and changes in customers' needs  
Natural disasters and the spread of infectious diseases

# appendix

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# FY24 Profit and Loss Trends by Segment

(Unit: 100 million yen) Upper: Sales Lower: Operating profit	FY24			FY23	
	Results	Profit ratio	YoY	Results	Profit ratio
Industrial Infrastructure	<b>289</b> <b>13.5</b>	4.7%	▲4% ▲15%	300 15.9	5.3%
Enterprise	<b>456</b> <b>12.0</b>	2.6%	▲7% ▲42%	491 20.6	4.2%
Mobility	<b>400</b> <b>15.0</b>	3.8%	+25% ▲18%	320 18.2	5.7%
Global	<b>490</b> <b>9.9</b>	2.0%	+12% +71%	439 5.8	1.3%
Corporate Items and Eliminations	※1 ▲73 ▲10.6	-	-	▲70 ▲13.0	-
Total	<b>1,562</b> <b>39.9</b>	2.6%	+5% ▲16%	1,481 47.5	3.2%

※1 Includes elimination of inter-segment transactions.

# FY25 Profit and Loss Trends by Segment

(Unit: 100 million yen) Upper: Sales Lower: Operating profit	FY25			FY24	
	Forecast	Profit ratio	YoY	Results	Profit ratio
Industrial Infrastructure	<b>316</b> <b>17.1</b>	5.4%	+9% +27%	289 13.5	4.7%
Enterprise	<b>527</b> <b>14.0</b>	2.7%	+16% +16%	456 12.0	2.6%
Mobility	<b>399</b> <b>21.3</b>	5.3%	▲4% +15%	※2 415 18.5	4.5%
Global	<b>428</b> <b>6.8</b>	1.6%	▲10% +6%	※2 475 6.4	1.4%
Corporate Items and Eliminations	※1 ▲69 ▲16.3	-	-	▲73 ▲10.6	-
Total	<b>1,602</b> <b>43.0</b>	3.0%	+3% +8%	1,562 39.9	2.6%

※1 Includes elimination of inter-segment transactions. ※2 Recalculated due to changes in segment classification