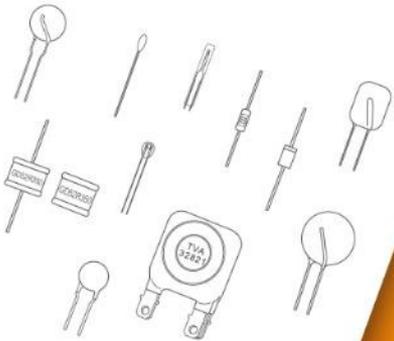




THINKING

Investor Conference



Corporate Introduction



We “think” and “are keen” to offer customers “service.”

MISSION STATEMENT

Contribute to safety and operation efficiency of electronics



47

years

of experience in protective component industry

10

product categories for overall circuit protection

8

manufacturing sites with continuous expansion

4200

employees in THINKING Electronic Group

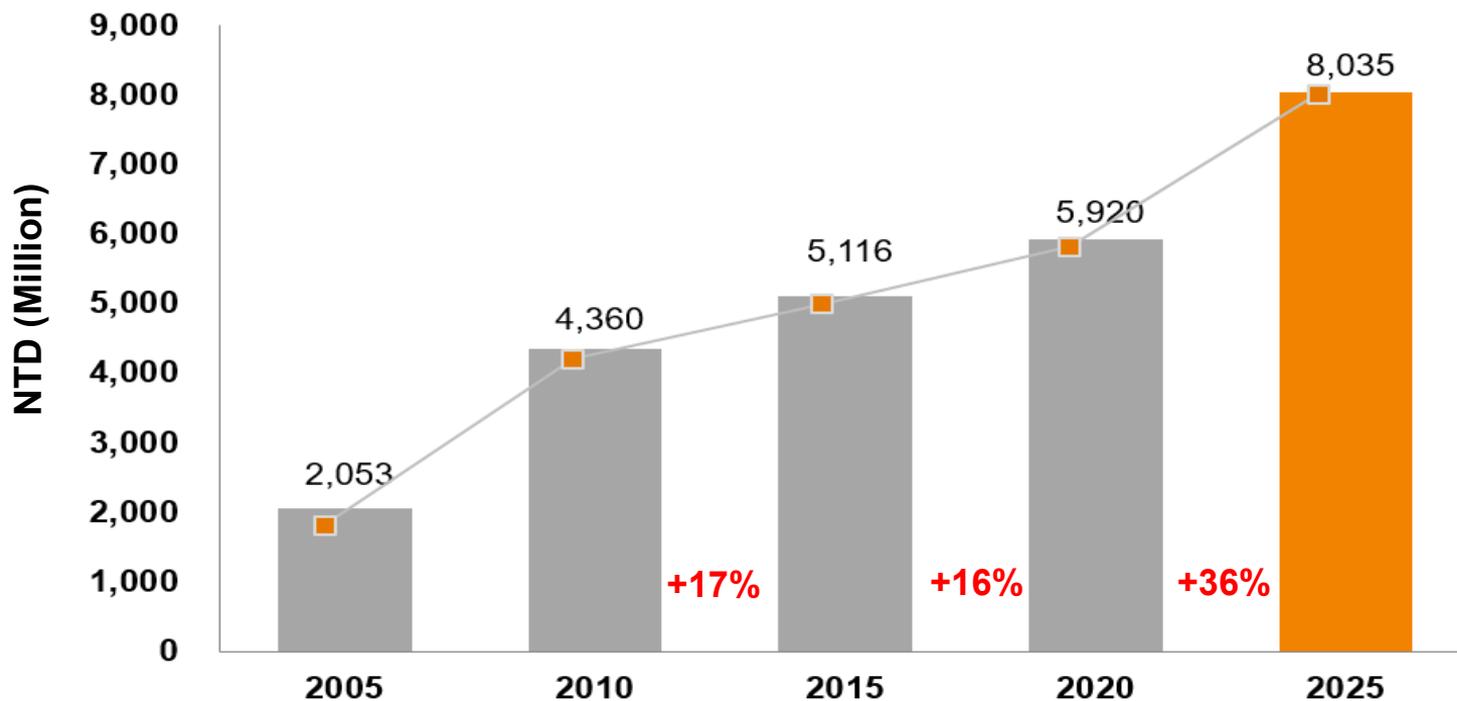
25

countries of sales support for global service

Company Introduction



2005-2025 Consolidated Net Revenue

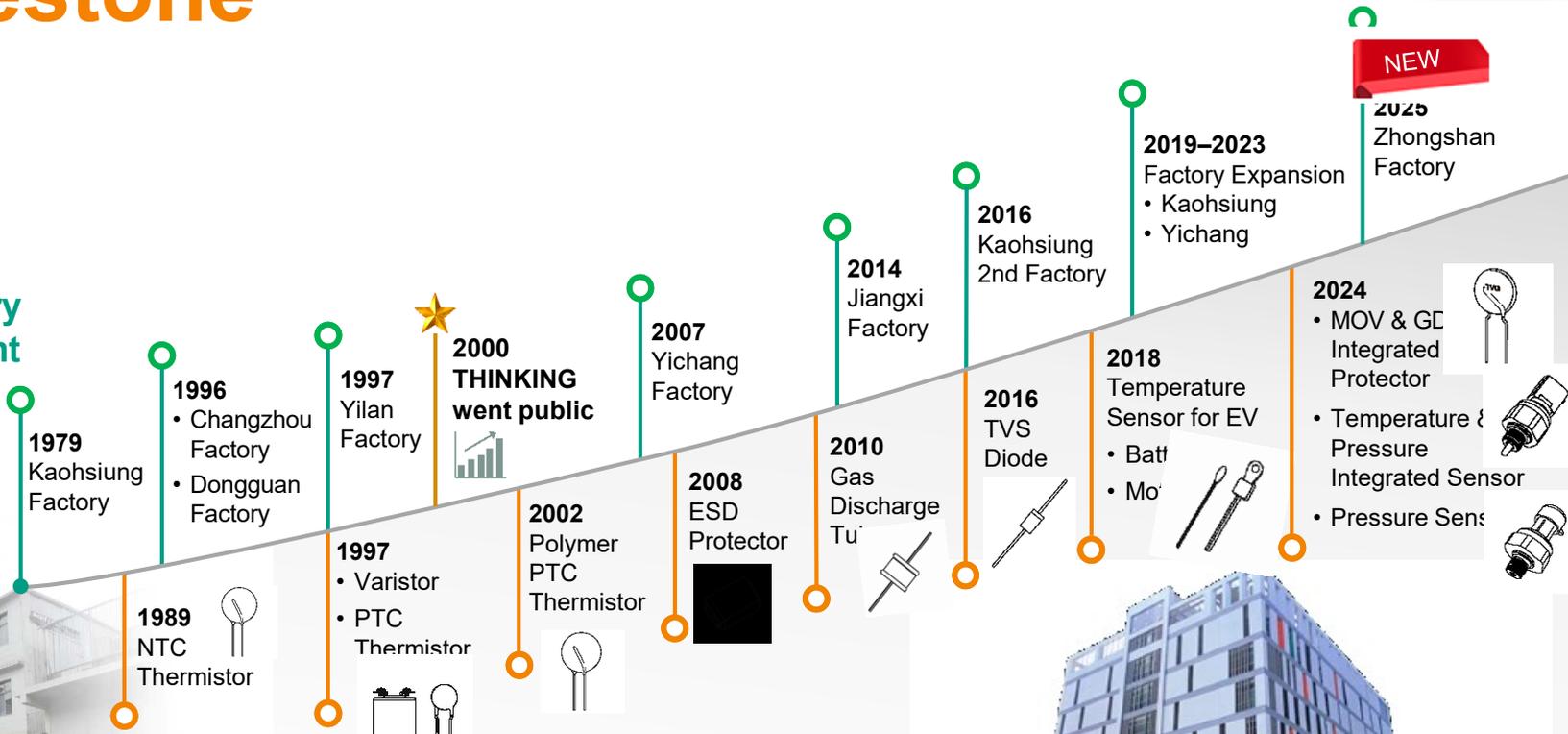


Milestone



Factory Establishment

Product Launch



THINKING Factories



Major Product

Yichang Factory



Major Product Front-End Processing

Jiangxi Factory



Major Product

Changzhou Factory



Major Product

Yilan Factory



Major Product

Zhongshan Factory



Major Product

Dongguan Factory



Major Product

Kaohsiung Factory



Major Product

Kaohsiung 2nd Factory



THINKING Products



Over-Temperature Protection



NTC Thermistor



PTC Thermistor



Temperature Sensor for Home Appliance



Temperature Sensor for Electric Vehicle



Platinum Temperature Sensor & Transmitter



Temperature & Pressure Integrated Sensor



Over-Current Protection



NTC ICL



PTC ICL



PTC Thermistor for Overload Protection



Polymer PTC Resettable Fuse



Over-Voltage Protection



Varistor



Gas Discharge Tube



MOV & GDT Integrated Protector



ESD Protector



TVS Diode

Quarterly Consolidated Income Statement



Operation Overview : Quarterly Consolidated Income Statement

NT\$ Thousand

Item	Q4 2025	Q3 2025	Q4 2024	QoQ	YoY
Net sales	2,004,017	2,079,628	2,031,694	-3.6%	-1.4%
Gross profit margin	39	40	37	-1.4	2.0
Operating expenses	336,042	291,849	312,658	15.1%	7.5%
Operating expenses ratio	17	14	15	2.7	1.4
Net operating income	447,553	549,606	442,014	-18.6%	1.3%
Operating profit margin	22	26	22	-4.1	0.6
Non-operating income and expenses	114,209	84,886	84,909	34.5%	34.5%
Net profit	422,882	407,290	397,948	3.8%	6.3%
Net profit margin	21	20	20	1.5	1.5
Earning per share (NTD)	3.33	3.20	3.13	0.13	0.20

Yearly Consolidated Income Statement



Operation Overview : Yearly Consolidated Income Statement

NT\$ Thousand

Item	2025	2024	YoY
Net sales	8,034,659	7,519,697	6.8%
Gross profit margin	40	39	1.5
Operating expenses	1,213,937	1,205,950	0.7%
Operating expenses ratio	15	16	-0.9
Net operating income	2,012,320	1,773,797	13.4%
Operating profit margin	25	23	2.5
Non-operating income and expenses	141,048	291,463	-51.6%
Net profit	1,491,487	1,532,973	-2.7%
Net profit margin	19	20	-1.8
Earning per share (NTD)	11.76	12.10	-0.34

Yearly Balance Sheet



NT\$ Thousand

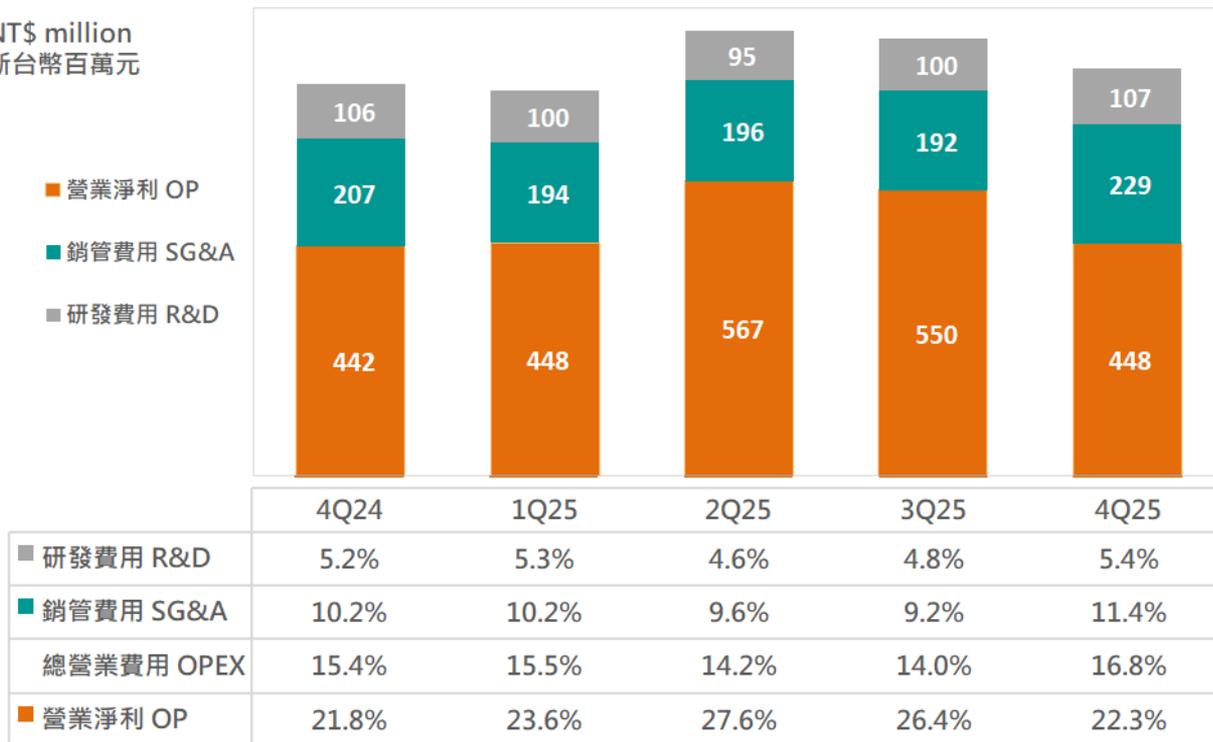
Item	2025.12.31	%	2025.9.30	2024.12.31	QoQ	YoY
Cash and cash equivalents	3,330,510	20%	2,917,720	3,069,921	14.1%	8.5%
Current financial assets	2,547,297	15%	1,836,264	1,823,102	38.7%	39.7%
Accounts receivable	2,942,959	18%	2,854,915	3,007,769	3.1%	-2.2%
Inventories	1,508,672	9%	1,494,768	1,455,448	0.9%	3.7%
Current assets	10,614,414	64%	9,334,150	9,655,848	13.7%	9.9%
Current Ratio	370%		355%	382%		
Non-current financial assets	1,232,333	7%	1,602,279	1,399,180	-23.1%	-11.9%
Fixed assets	3,969,834	24%	3,856,381	3,890,842	2.9%	2.0%
Non-current assets	5,962,499	36%	6,283,170	6,136,681	-5.1%	-2.8%
Total assets	16,576,913	100%	15,617,320	15,792,529	6.1%	5.0%
Short-term borrowings	983,899	6%	768,612	593,612	28.0%	65.7%
Account payable	812,490	5%	842,884	842,290	-3.6%	-3.5%
Other account payable	695,973	4%	591,639	703,158	17.6%	-1.0%
Current liabilities	2,870,001	17%	2,630,702	2,524,716	9.1%	13.7%
Long-term borrowings	448,281	3%	549,031	680,030	-18.4%	-34.1%
Non-current liabilities	2,425,924	15%	2,441,160	2,556,424	-0.6%	-5.1%
Total liabilities	5,295,925	32%	5,071,862	5,081,140	4.4%	4.2%
Debt Ratio	32%		33%	32%		
Total equity	11,280,988	68%	10,545,458	10,711,389	7.0%	5.3%

Analysis of Operating Expenses



Operation Overview : Analysis of Operating Expenses

NT\$ million
新台幣百萬元

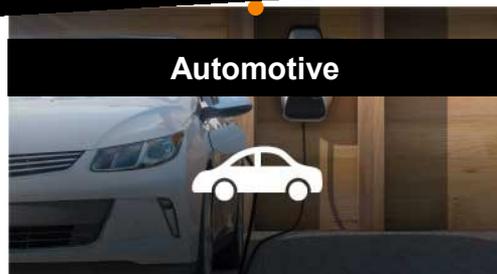
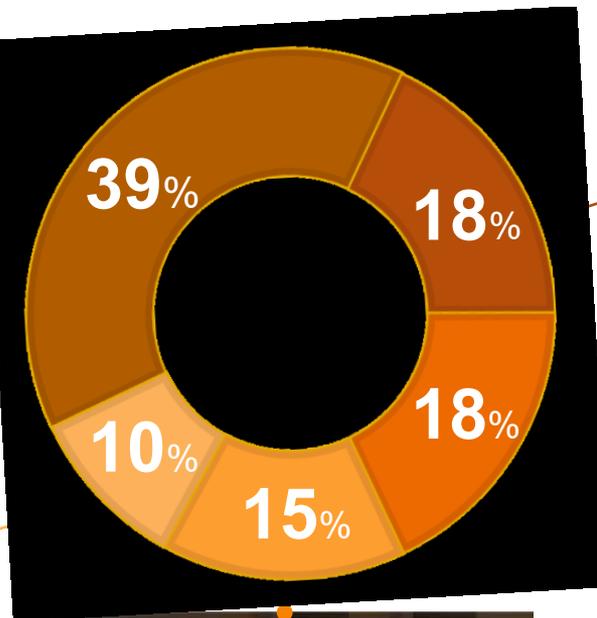


	YoY	QoQ
R&D 研發費用	0.2%	0.6%
SG&A 銷管費用	1.2%	2.2%
OPEX 總營業費用	1.4%	2.8%
OP 營業淨利	0.5%	-4.1%

MARKETS



Major Markets





MANAGEMENT SYSTEMS



Certification of Management System



ISO 9001-2015
IATF 16949-2016
QC 080000-2017

**Quality Management
System**



ISO 45001-2018

**Health and Safety
Management System**



RBA Silver Status

**Responsible Business
Alliance Code of
Conduct**



ISO 14001-2015
ISO 14064-1:2018
(Greenhouse Gas Verification Statement)
PAS 2050:2008
(Product Carbon Footprint Verification Statement /
Verified Product: TSM0402)
ISO 50001:2018

**Environmental
Management
System**

Agency Approval of Product

NTC Thermistor	NTC Temperature Sensor	PTC Thermistor	Polymer PTC Thermistor	Varistor	TVS Diode	Gas Discharge Tube

Note: is for UL + cUL

THINKING ESG

ENVIRONMENTAL

- Green product
- Green production
- Green supply chain
- Increase the use of renewable energy

SOCIAL

- Support the promotional events of reading and e-bookstore projects of Kaohsiung City
- Employees participate in beach clean-up and tree-planting initiatives to contribute to ecosystem restoration

GOVERNANCE

Adhering to the RBA code of conduct, we uphold **labor rights**, ensure **health and safety**, protect the **environment**, conduct business with high **ethical standards**, and establish our **management systems**

Our Green Achievements¹

GHG Emissions Inventory—

All manufacturing sites verified in accordance with ISO 14064-1:2018²

7%

increase in GHG emissions

14%

increase in energy consumption

2%

reduction in waste generated

14%

reduction in hazardous waste generated

1. 2024 Sustainability Report

2. The Zhongshan factory completed in 2025 is not included in the current third-party verification scope.

THINKING

Contribute to safety and
operation efficiency of electronics

