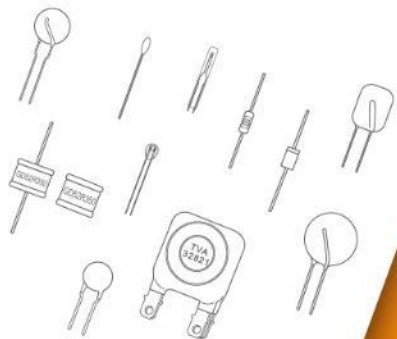


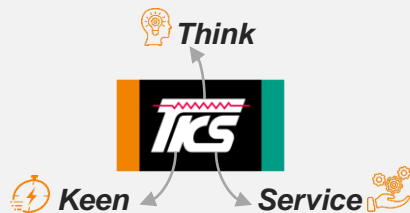


THINKING

Investor Conference



Corporate Introduction



We "think" and "are keen" to
offer customers "service."

MISSION STATEMENT

Contribute to safety and
operation efficiency of
electronics



46

years

of experience in protective
component industry



10

product categories
for overall
circuit protection



7

manufacturing sites
with continuous expansion



4200

employees
in THINKING Electronic Group



25

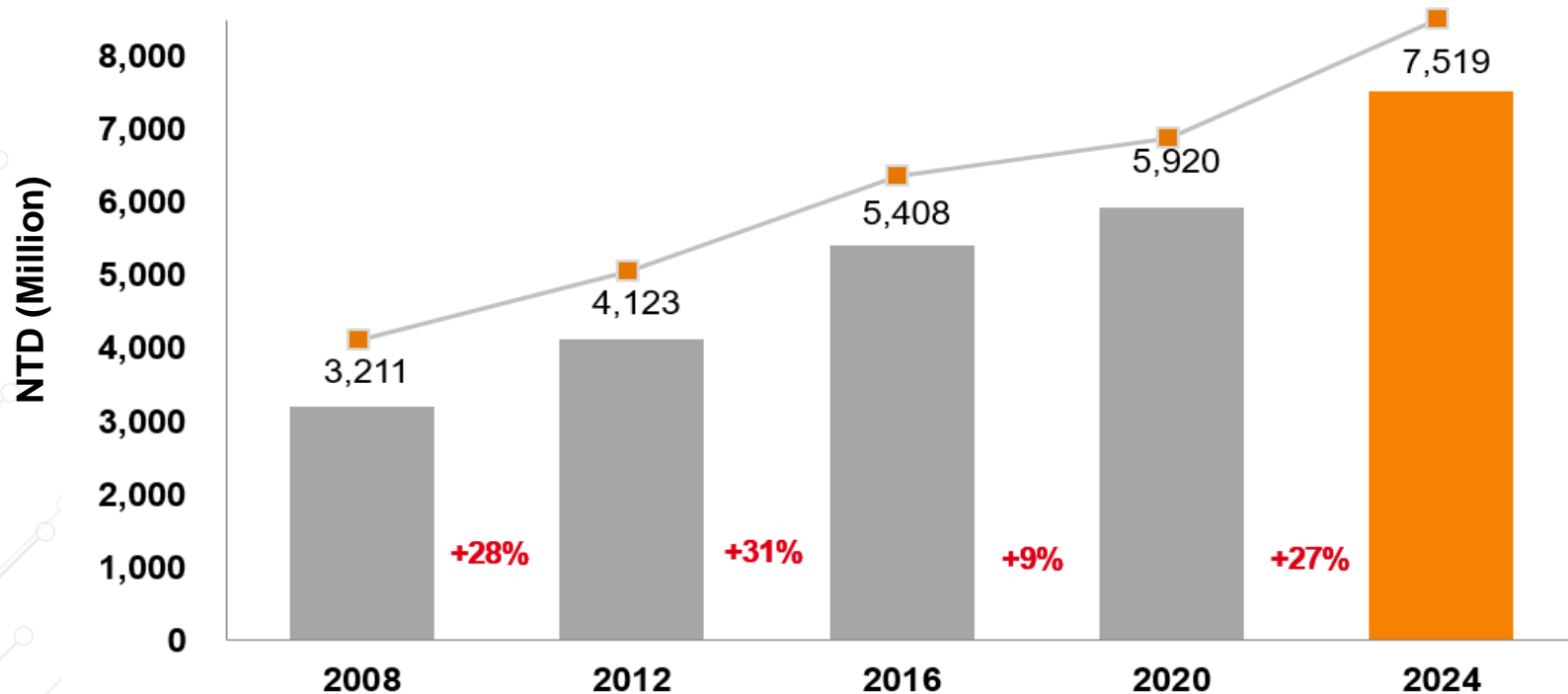
countries
of sales support
for global service



Company Introduction



2008-2025 Consolidated Net Revenue



Milestone



Factory Establishment

Product Launch

1979
Kaohsiung
Factory

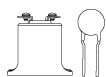
1996
• Changzhou
Factory
• Dongguan
Factory

1989
NTC
Thermistor



1997
Yilan
Factory

1997
• Varistor
• PTC
Thermistor



2000
THINKING
went public



2002
Polymer
PTC
Thermistor



2007
Yichang
Factory

2008
ESD
Protector



2010
Gas
Discharge
Tube



2014
Jiangxi
Factory

2016
TVS
Diode



2016
Kaohsiung
2nd Factory

2018
Temperature
Sensor for EV
• Battery
• Motor



2019–2023
Factory Expansion
• Kaohsiung
• Yichang

2024
• MOV & GDT
Integrated
Protector
• Temperature &
Pressure
Integrated Sensor
• Pressure Sensor





THINKING Factories



Major Product



Yichang Factory



Major Product



Changzhou Factory



Major Product



Yilan Factory



Major Product

Front-End Processing



Jiangxi Factory



Major Product



Dongguan Factory



Major Product



Kaohsiung Factory



Major Product



Kaohsiung 2nd Factory



THINKING Products



Over-Temperature Protection



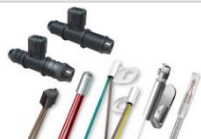
NTC Thermistor



PTC Thermistor



Temperature Sensor
for General Purpose



Temperature Sensor
for Electric Vehicle



Temperature Sensor
for Home Appliance



Temperature & Pressure
Integrated Sensor

NEW



Over-Current Protection



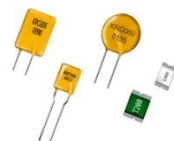
NTC ICL



PTC ICL



PTC Thermistor
for Overload Protection



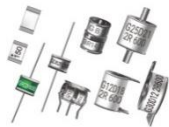
Polymer PTC
Resettable Fuse



Over-Voltage Protection



Varistor



Gas Discharge Tube



MOV & GDT
Integrated Protector



ESD Protector



TVS Diode



Spark Gap Protector

NEW

Quarterly Consolidated Income Statement



Operation Overview : Quarterly Consolidated Income Statement

NT\$ Thousand

Item	Q3 2025	Q2 2025	Q3 2024	QoQ	YoY
Net sales	2,079,628	2,055,068	1,976,830	1.2%	5.2%
Gross profit margin	40	42	40	-1.3	0.8
Operating expenses	291,849	291,660	303,677	0.1%	-3.9%
Operating expenses ratio	14	14	16	-0.2	-2.3
Net operating income	549,606	566,960	479,848	-3.1%	14.5%
Operating profit margin	26	28	24	-1.2	2.2
Non-operating income and expenses	84,886	-112,924	20,434	-175.2%	315.4%
Net profit	407,290	283,753	368,022	43.5%	10.7%
Net profit margin	20	13	18	6.8	2.0
Earning per share (NTD)	3.2	2.26	2.96	0.94	0.24

Yearly Balance Sheet



NT\$ Thousand

Item	2025.9.30	%	2025.6.30	2024.9.30	QoQ	YoY
Cash and cash equivalents	2,917,720	19%	2,548,541	3,907,911	14.5%	-25.3%
Current financial assets	1,836,264	12%	2,002,010	1,347,584	-8.3%	36.3%
Accounts receivable	2,854,915	18%	2,740,830	2,819,894	4.2%	1.2%
Inventories	1,494,768	9%	1,449,417	1,528,119	3.1%	-2.2%
Current assets	9,334,150	60%	8,973,083	9,899,909	4.0%	-5.7%
Current Ratio	355%		321%	302%		
Non-current financial assets	1,602,279	10%	1,337,432	1,391,141	19.8%	15.2%
Fixed assets	3,856,381	25%	3,683,690	3,884,307	4.7%	-0.7%
Non-current assets	6,283,170	40%	5,977,512	6,118,903	5.1%	2.7%
Total assets	15,617,320	100%	14,950,595	16,018,812	4.5%	-2.5%
Short-term borrowings	768,612	5%	191,612	1,513,752	301.1%	-49.2%
Account payable	842,884	5%	787,768	866,319	7.0%	-2.7%
Other account payable	591,639	4%	634,986	636,942	-6.8%	-7.1%
Current liabilities	2,630,702	17%	2,797,208	3,279,087	-6.0%	-19.8%
Long-term borrowings	549,031	4%	592,746	723,589	-7.4%	-24.1%
Non-current liabilities	2,441,160	16%	2,421,529	2,513,069	0.8%	-2.9%
Total liabilities	5,071,862	33%	5,218,737	5,792,156	-2.8%	-12.4%
Debt Ratio	33%		35%	36%		
Total equity	10,545,458	67%	9,731,858	10,226,656	8.4%	3.1%

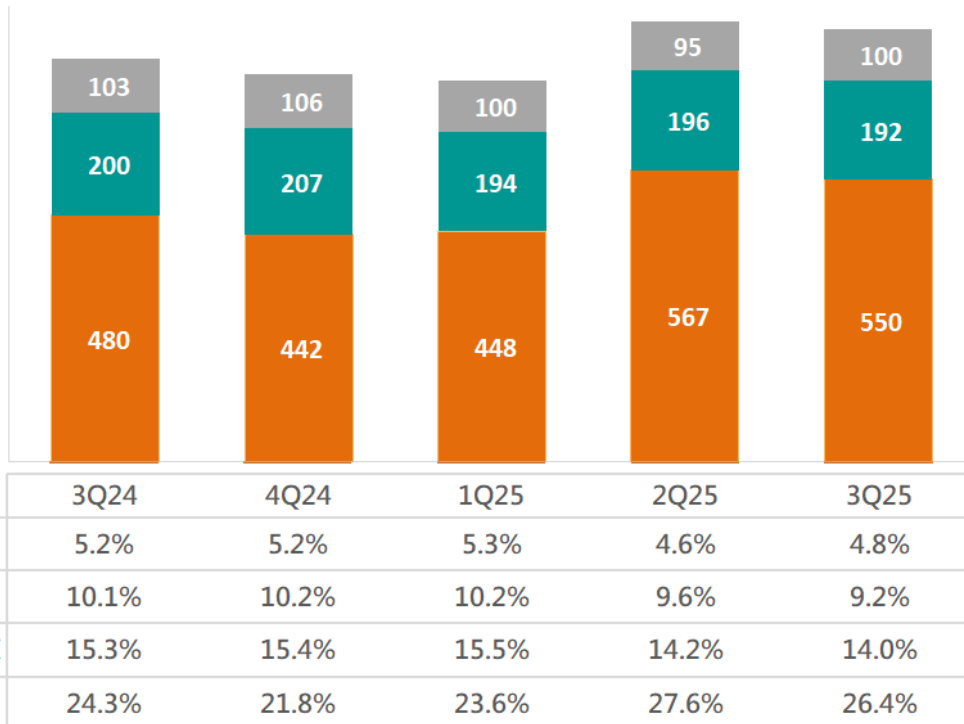
Analysis of Operating Expenses



Operation Overview : Analysis of Operating Expenses

NT\$ million
新台幣百萬元

- 營業淨利 OP
- 銷管費用 SG&A
- 研發費用 R&D



	YoY	QoQ
R&D 研發費用	-0.4%	0.2%
SG&A 銷管費用	-0.9%	-0.4%
OPEX 總營業費用	-1.3%	-0.2%
OP 營業淨利	2.1%	-1.2%

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 Gold Status

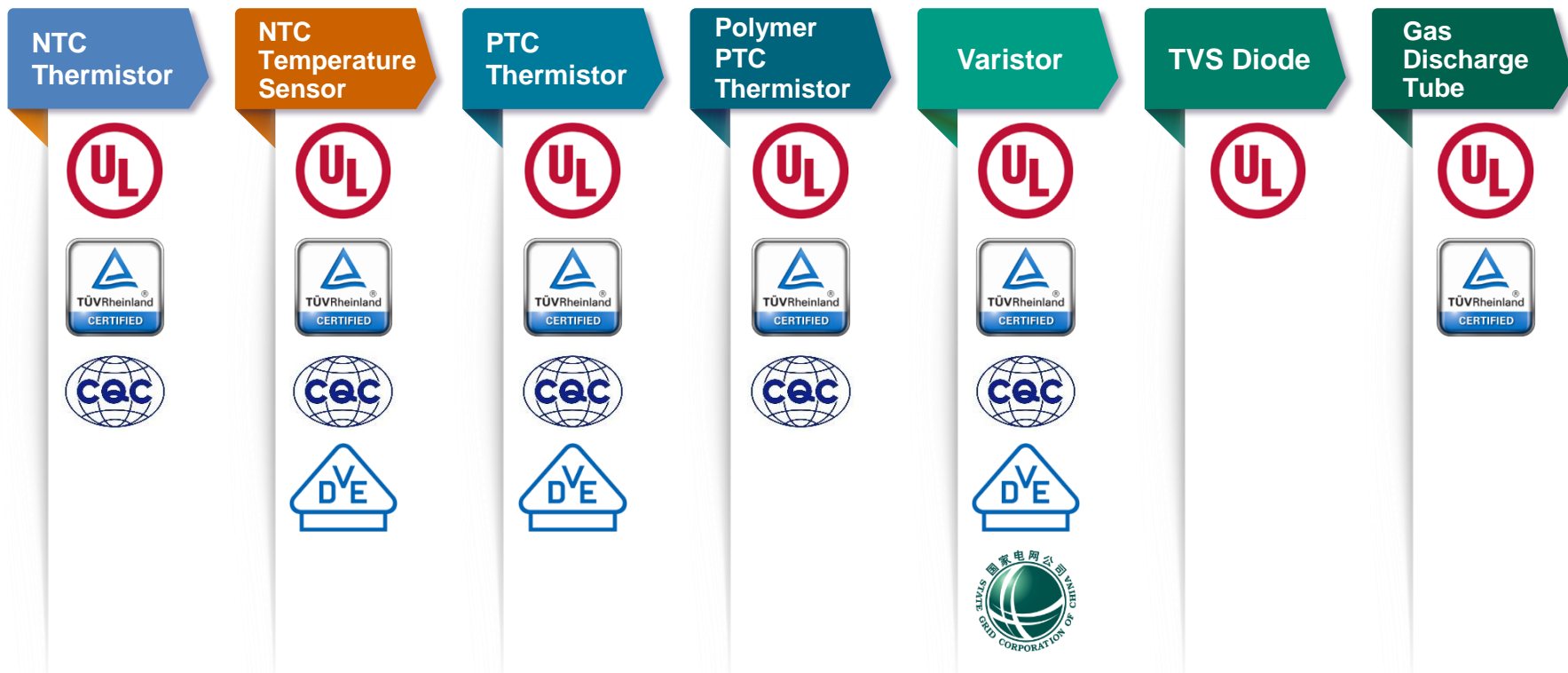
**Responsible Business
Alliance Code of
Conduct**




ISO 14001-2015
ISO 14064-1:2006
(Greenhouse Gas Verification Statement)
PAS 2050:2008
(Product Carbon Footprint Verification Statement/
Verified Product: TSM0402)

**Environmental
Management
System**

Agency Approval of Product



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

9%

reduction in GHG emissions

7%

reduction in energy consumption

11%

reduction in water withdrawal

4%

reduction in waste generated

1. 2023 Sustainability Report

THINKING

Contribute to safety and
operation efficiency of electronics

