Input (corporate resource)

Consolidated basis (FY2022)

Intellectual capital

 Number of patents, etc. held (Japan and overseas) (Patents, utility models, designs)

255

R&D spending 750 million ven

Human capital

Number of employees 1,149 (Men: 1.011: Women: 138)

Social and related capital

(non-consolidated)

Number of customers **394**companies

Number of suppliers

655companies

Number of countries supplied

Manufacturing capital

Number of manufacturing sites

Japan 5

Overseas 5

 Annual capital spending 310 million ven

Natural capital

Energy consumption 2.255kl

Financial capital

- Total assets
 49.6billion ven
- Shareholders' equity ratio

49.5%

Core Values and Strengths

[Group Business Principles]

- Prioritize ethics and contribute to the prosperity of customers and society as a whole
- Encourage creativity and an enterprising spirit to meet the challenges of the future
- Build trust by focusing on quality first

Planning/ development/design

Needs and issues dentification

After-sales

service

- · Achievements and reliability in 100 years of business
- Tireless challenge to improve technologies
- Full commitment to facing our customers squarely
- Close networks with suppliers
- Development of manufacturing professionals

Production

Procurement

Sales

Fundamental Policies of the Medium-term Management Plan (FYE May 2023 through FYE May 2026)

- 1. Expand new businesses and products
- 2. Thoroughly improve the earnings structures of existing businesses
- 3. Improve asset efficiency with an awareness of capital costs
 - ⇒ Revitalization and transformation of Toyo Denki

Output and Outcomes

IProducts and Services

Transportation Business Segment



- Electrical equipment for railway vehicles
- Railway power storage systems
- Door operating equipment for buses

Industry Business Segment



- Automobile testing machines
- Production and processing equipment drive systems
- Power generation and power supply systems
- Car-mounted electrical equipment
- Other

ICT Solution Business Segment



- Railway station operating equipment systems
- loT solutions

[Sustainability]

Initiative in Products and Services

- Development of the world's railway infrastructure
- Development of manufacturing and infrastructure around the world
- Creation of new services through advanced telecommunication technologies

Initiative in Production Activitie

Reduction of environmental footprint through energy saving, decarbonization, and improvement of recycling rates

Initiative in Valuing People and Communities

- Realizing the happiness of employees and their families
- Development and production of good members of society and corporate citizens
- Contribution to local communities



~Our Heart and **Technology for the** Future~

Toyo Denki Seizo's goal

Expand out into the whole world. including the Chinese and Asian markets and the United States, as a global brand

External Environment

Changes in demographics

Increase in geopolitical risks

- Rising costs of resources and energy
- Human rights considerations, human capital management
- Carbon-free business management, arrival of the closed-loop economy
- Acceleration of technical innovations

global environment, with a focus on exceptional motor drive technologies Help build social and industrial infrastructure that is considerate of the

Long-term

Vision

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