

Input (corporate resource) **Core Values and Strengths** **Output and Outcomes**

Consolidated basis (FY2024)

Intellectual capital

- Number of patents, etc. held (Japan and overseas) (patents, utility models, and designs) **243**
- R&D spending **1.06** billion yen

Human capital

- Number of employees **1,146** (Men: 993; Women: 153)

Social and related capital (non-consolidated)

- Number of customers **371** companies
- Number of suppliers **684** companies
- Number of countries supplied **33**

Manufacturing capital

- Number of manufacturing sites
Japan **5**
Overseas **5** (affiliates)
- Annual capital spending **400** million yen

Natural capital

- Energy consumption **1,972**kL

Financial capital

- Total assets **53.2** billion yen
- Shareholders' equity ratio **51.5%**

[Group Business Principles]

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

[Fundamental Policies of the Medium-Term Management Plan] (FYE May 2023 through FYE May 2026)

- Expansion of new businesses and products
- Thorough improvement of the earnings structures of existing businesses
- Improvement in asset efficiency with an awareness of capital cost
⇒ Revitalization and transformation of TOYO DENKI

[Products and Services]

Transportation Business

- Electrical equipment for railway vehicles
- Railway energy storage system
- Door operating equipment for buses

Industry Business

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

ICT Solution Business

- Railway station operating equipment systems
- IoT solution

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

[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 Activities

- 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

Long-term Vision

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

External Environment

- Changes in demographics
- Human rights considerations, human capital management
- Increase in geopolitical risks
- Carbon-free business management, arrival of resource recycling-based society
- Rising costs of resources and energy
- Acceleration of technical innovations
- Rising raw material costs
- Stronger investment in human capital