Input (corporate resource)

Consolidated basis (FY2021)

Intellectual capital

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

R&D spending 710million ven

Human capital

Number of employees 1,193 (Men: 1,058; Women: 135)

Social and related capital

(non-consolidated)

- Number of customers **393**companies
- Number of suppliers 668 companies
- Number of countries supplied

Manufacturing capital

Number of manufacturing sites

Japan 5

Overseas 5 (affiliates)

 Annual capital spending 310 million ven

Natural capital

Energy consumption 2.346kl

Financial capital

- Total assets
 46.9billion ven
- Shareholders' equity ratio

46.9%

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 identifica-Achievements and reliability in Procuretion

- 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

ment

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
- Bus door operating equipment

Industry Business Segment



- Automobile testing systems
- Production and processing equipment systems
- Power generation and social infrastructure systems
- Car-mounted electrical equipment

ICT Solution Business Segment



- Railway station operating equipment systems
- loT solutions

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

After-sales

service

- Changes in demographics
- Increase in geopolitical risks
- Living with COVID-19 now the norm
 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

Long-term Vision

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

Initiative in Production Activitie

[Sustainability]

Initiative in Products and Services

Development of the world's

Development of manufacturing

and infrastructure around the world

Creation of new services through

advanced telecommunication

railway infrastructure

technologies

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**

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