Torishima's Value Creation Process

PURPOSE)

Drawing on Torishima's strengths and technology, we will contribute to a sustainable society by connecting lifestyles, lives, and the future.

Global **INPUT** Torishima's Materliality OUTPUT OUTCOME Social Issues Key issues for Creating Value Global warming **Boost Energy-efficiency Initiative Achieving** with the Super-Eco Pumps **Manufactured Capital** 1. Addressing energy issues **Carbon Neutrality** toward carbon neutrality · Production bases: 2 domestic, 3 overseas **Energy crisis** Provide pumps for clean energy market **Human Capital** Employees (consolidated): 1,665 (40%) Abnormal weather 2. Providing Safety and Provide pumps for water · Technicians with highly specialized skills Reliability Flood disaster **Creating Flood** HR system and organizational culture shortage and food crisis that enable diverse human resources to **Resilient Cities** play active roles Aging infrastructure **Enhance Technology for Specially Designed** 3. Establishing new in developed countries **Intellectual Capital Pumps to Mitigate Heavy Flooding** manufacturing and services · Number of retained patents: 109 with the data and AI **Building** • R&D expenses: 340 million yen Joint research with universities. **Promote Smart Maintenance Service** a Smart Society professional organizations, etc. based on Data with TR-COM Population growth. 100 years of accumulated technical knowledge and expertise increasing demand for infrastructure in Human resource development and DE&I **Essential foundation** emerging countries **Financial Capital** Compliance management **Mutual Sustainable** • Net assets: 45.5 billion ven 4. Maximize Employees' Energy Free cash flow: 10 billion yen

Water shortage Food crisis

Population decline. difficulty in passing on technology in developed countries

Social & Relationship Capital

- Relationship of trust with stakeholders
- Relationship of trust in countries worldwide fostered through globalization & localization

Equity ratio: 50.1%

Natural Capital













6. Improving Torishima quality

- Strengthen risk management
- Promote environmental management

OUTPUT FY2029 Financial Targets

Profitability (Operating profit margin)

more than 9.0%

Efficiency (ROE) more than 9.0% **Growth of Employees** and the Company

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Increasing Value Offered to **Stakeholders**

Note: Figures are for FY2022

Corporate **Philosophy** Never lose the public trust, even if monetary loss proves unavoidable.



Passion for our Products and Services. Evolving to meet the demands of an ever changing world.