

# Stakeholder Engagement

To the extent possible, the TOKYO KEIKI Group provides opportunities for dialogs with stakeholders to discuss and exchange thoughts on the status of our business and our initiatives to resolve social issues through our business. We will continue such efforts to enhance communication.

## Multi-Stakeholder Policy

We are aware of our mission to realize a safe society and people's happiness through creative technologies centered on measurement, cognition, and control, and we are committed to appropriate collaboration with multiple stakeholders based on the growing importance of co-creating value, not only with shareholders, but also with a wide range of other parties, including employees, business partners, customers, creditors, and local communities. Regarding the appropriate distribution of earnings and results generated through the co-creation of value and productivity improvement, in recognition of the fact that appropriate distribution to multiple stakeholders will lead to sustained momentum for wage increases and sustainable economic development, we will pursue the following initiatives aimed at returning profits to employees and giving due consideration to business partners.

### 1. Giving back to employees

We will focus on maximizing added value through sustainable growth and productivity improvement by focusing management resources on growth areas and by developing and enhancing the skills of our employees. Based on the earnings and outcomes generated, we will raise wages in a manner that is appropriate for the

company's situation in accordance with the "General Principles of Wage Determination." In addition, as an overall improvement in benefits, we aim to provide a sustainable return to employees through proactive efforts centered on human resource investment that will contribute to higher employee engagement and further productivity.

### 2. Consideration of business partners

We remain committed to complying with our Partnership Building Declaration.

- **Date of registration of Partnership Building Declaration**  
April 28, 2023
- **Partnership Building Declaration URL**  
<https://www.biz-partnership.jp/declaration/28872-05-21-tokyo.pdf>

### 3. Other initiatives relating to stakeholders

To the extent possible, we provide opportunities for dialogs with stakeholders to discuss and exchange thoughts on the status of our business and our initiatives to resolve social issues through our business. We will continue to work on further enhancing our communication of information.

We will continue to make steady progress on the following items while monitoring the status of efforts.

## Major areas of stakeholder engagement

Stakeholders	Communication method	Point of contact
Customers	<ul style="list-style-type: none"> <li>• Daily sales activities</li> <li>• Explanation of product operation</li> <li>• Training</li> <li>• Product maintenance and service</li> <li>• Exhibitions, etc.</li> <li>• Hydraulic School (course on hydraulics)</li> </ul>	<ul style="list-style-type: none"> <li>• Business Divisions (sales/service departments)</li> <li>• Corporate Communications Office</li> </ul>
Shareholders / Investors	<ul style="list-style-type: none"> <li>• General Meeting of Shareholders<sup>1</sup></li> <li>• Financial results briefings<sup>2</sup></li> <li>• Disclosure of financial results briefing materials on IR-related web pages</li> <li>• Individual meetings with institutional investors<sup>3</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Legal Governance Affairs Office (Handling of General Meeting of Shareholders)</li> <li>• Corporate Communications Office</li> </ul>
Suppliers / partner companies	<ul style="list-style-type: none"> <li>• Holding of business policy briefing sessions (cooperating factories, distributors, agents)</li> <li>• Daily procurement activities</li> <li>• Auditing of cooperating factories</li> </ul>	<ul style="list-style-type: none"> <li>• Material Management &amp; Purchasing Office, factories' materials sections</li> <li>• Business Divisions (sales departments)</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Labor-Management Negotiations / Management Council (labor-management deliberations)</li> <li>• Briefings on programs, dialogs with the President &amp; CEO<sup>4</sup></li> <li>• Evaluation interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources and General Affairs Department</li> <li>• Corporate Planning &amp; Administration Office</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Dialogs with industrial park unions, etc.</li> <li>• Dialogs with local residents' associations, etc.</li> <li>• Community cleanup campaigns together with companies in vicinity of industrial parks</li> <li>• Sponsorship of local events (fireworks displays, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• (Headquarters District) Human Resources and General Affairs Department</li> <li>• (Plants) Plant administration sections</li> <li>• (Hanno) TKA Administration Department<sup>5</sup></li> <li>• (Tanuma) TPS Administration Section<sup>6</sup></li> </ul>
Government	<ul style="list-style-type: none"> <li>• Dialogs with government officials (local government, police, fire department, etc.)</li> <li>• Response to government agencies in the event of accident or incident</li> </ul>	<ul style="list-style-type: none"> <li>• (Headquarters District) Human Resources and General Affairs Department</li> <li>• (Plants) Plant administration sections</li> <li>• (Hanno) TKA Administration Department<sup>5</sup></li> <li>• (Tanuma) TPS Administration Section<sup>6</sup></li> <li>• Corporate Planning &amp; Administration Office (Government agency response)</li> </ul>

- (Notes) \*1 Since June 2021, videos have been posted online following the General Meeting of Shareholders.  
 \*2 Since June 2023, live online streaming of financial results briefings has been conducted and videos posted afterwards.  
 \*3 Offered through telephone conferences, online conferences, and in-person meetings  
 \*4 Held with a limited number of participants and support for online conferencing due to the COVID-19 pandemic  
 \*5 TKA: TOKYO KEIKI AVIATION INC.  
 \*6 TPS: TOKYO KEIKI POWER SYSTEMS INC.








## Specific initiatives

### Resumption of exhibitions

Various exhibitions that were suspended in fiscal 2020 and fiscal 2021 during the COVID-19 pandemic have resumed in fiscal 2022. Many of the visitors were eager to

talk with our staff, as it had been a while since they had had a chance to touch the actual equipment and hear explanations.

### Exhibitions in FY2022

Date / Exhibition name (Venue)	Business segments	Exhibit details	Picture of exhibit
April 2022 Sea Japan 2022 (Tokyo Big Sight)	-Marine Systems	New ECDIS, Autopilot, Autonomous Ship Concept, etc.	
August 2022 Sewage Works Exhibition '22 Tokyo (Tokyo Big Sight)	-Fluid Measurement Equipment -Defense & Communications Equipment	Open channel flowmeters, Microwave level gauges, etc., Fiberoptic gyrocompasses for tunneling in narrow-diameter tunnels, etc.	
September 2022 Shipbuilding, Machinery and Marine Technology trade fair (SMM) 2022 (Hamburg, Germany)	-Marine Systems	New ECDIS, Autopilot	
September 2022 Intermeasure 2022 (Tokyo Big Sight)	-Fluid Measurement Equipment -Hydraulics and Pneumatics	Microwave level gauges, Ultrasonic flowmeters, etc. Compact hydrogen compressors	
October 2022 Tokyo Pack 2022 (Tokyo Big Sight)	-Inspection Systems	Material inspection equipment, DAPDNA	
November 2022 Microwave Exhibition 2022 (Pacifico Yokohama)	-Defense & Communications Equipment	Electromagnetic shielded tents Microwave ultraviolet air sterilization equipment, etc.	
December 2022 SEMICON Japan 2022 (Tokyo Big Sight)	-Defense & Communications Equipment	Solid-state microwave power supply system	

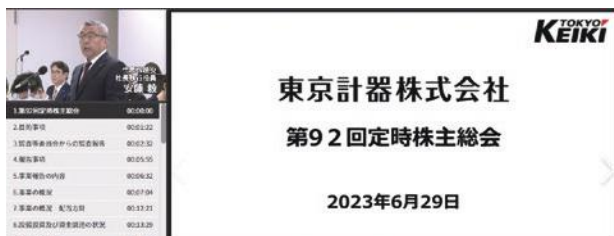
## Engagement with shareholders

We view the General Meeting of Shareholders as a valuable opportunity for dialogue with our shareholders. Accordingly, in addition to holding the meeting in the conference room of our headquarters, since the Annual General Meeting of Shareholders held June 2021, we have also posted a video of the meeting online after it has concluded. By doing so, we believe it is possible to deepen understanding of the Group's business activities among our many shareholders, including those who refrained from attending in person and those located far away. In addition, we have been posting part of the convocation notice in English on the company's website since June 2022 to enable shareholders overseas to obtain information in a timely manner.

By conducting a survey of shareholders who use the online service of our shareholder benefit program, "TOKYO KEIKI Premium Benefit Club," we are now able to hear directly from our shareholders more than ever before. We reflect the encouragement that we receive from many shareholders in our management activities. We also make use of a "Shareholders Post" function on the Club website to deliver information from our Company to registered shareholders.

From June 2021, we have also made it possible for shareholders to exercise electronic voting rights, increasing convenience for shareholders and achieving lower environmental impact by reducing mailings.

### Online stream of the 92nd General Meeting of Shareholders



## Engagement with institutional investors

Since June 2020, to prevent infection amid the COVID-19 pandemic, we have been conducting our financial results briefings for institutional investors via videos posted online, but for the fiscal year ending March 31, 2023, we held our financial results briefings in a live online format. In addition, since the disclosure of the second-quarter financial results, a transcription has been provided to aid a better understanding of the content. (Only in Japanese)

In addition, during IR meetings, we are receiving an increasing number of candid comments from investors regarding our initiatives on ESG and ROIC management and business issues, which we feel is a positive sign that constructive dialogue with investors is making progress.

### Live streaming of the financial results briefings for the fiscal year ending March 31, 2023



## Communication of information through the media

Our Group works to deepen understanding of our business activities by communicating information to stakeholders through varied media. In fiscal 2022, the TOKYO KEIKI Group was featured in magazines and newspapers from a variety of perspectives, including articles introducing the Group's businesses and focusing on "people," providing an opportunity for readers to develop a deeper understanding of the Group's businesses, which are rarely seen by the public but are active in a wide range of fields within society.

### Communication of information through the media

Date	Media	Information communicated
April 2022	Keizaikai, "Company Report"	Introduction to business overview and growth businesses
May 2022	Nikkan Gendai, "The Storytelling Managers."	Interview with President Ando
July 2022	Project Design Monthly "New Businesses Spreading from the Sea"	Overview of the Marine Systems Business
July 2022	Zaikai "Window on Public Relations"	Interview with our Public Relations Manager
December 2022	Asahi Shogakusei Shimbun "Life-Size Picture Book"	Introduction to Marine Autopilots
April 2023	AIRVIEW	Company Profile

## Redesign of the corporate website

In July 2022, the TOKYO KEIKI website was redesigned to provide more extensive information on the company. Major improvements include a new sustainability page and a new English-language IR site and sustainability page. We hope that this will help visitors gain a better understanding of the Group's sustainable growth.

**Engagement with the local community**

**Registration as a fiscal 2022 supporting company for the Tokyo Metropolitan Government’s “Heart Barrier Free Project” campaign**

The Tokyo Metropolitan Government is promoting welfare-oriented urban development in which all people can live and visit in safety, security, and comfort.

In order to promote the creation of a community where everyone can move around freely and enjoy a variety of activities, it stresses the importance of not only facilities and equipment, but also a “Heart Barrier Free Project” to think about a society and environment where all people can participate equally and continue to take necessary actions. TOKYO KEIKI has given its support to this campaign.

In cooperation with the Tokyo Metropolitan Government, we will continue to implement the three steps of a “Heart Barrier Free Project”: understanding barriers from the perspective of a social model of disability, communication, and appropriate accommodations. Accordingly, while maintaining a spirit of compassion for others, TOKYO KEIKI will contribute to activities aimed at realizing communities that are comfortable for everyone to live in.



**Cooperated in “work experience learning” for junior high school students**

For three days between October 4 and 6, 2022, two students from Omori Daihachi Junior High School (Ota Ward, Tokyo) participated in a work experience program at our headquarters. Each year, the junior high school offers work experience as part of its classes, with the cooperation of local stores and businesses. In the hands-on learning program, a wide range of work experience was provided in the hope that students would learn about the excitement of manufacturing and how our products play a useful role in society. The students engaged with interest with products they would not normally encounter, such as operating an actual autopilot at the Marine Systems Company and remote controls for construction machinery manufactured by the Electronic Equipment Department of the Fluid Power & Control Systems Company. Also, at the Prototyping Section of the Engineering & Products Service Office, they tried their hand at designing a smartphone stand using 3DCAD. The design process, being entirely new to them, took about half a day, but they managed to produce the shapes they wanted, getting a firsthand taste of manufacturing work. Although the students seemed a little nervous at the sight of so many working

adults, they made comments such as “I could feel their desire to deliver good products to customers,” and “I was impressed by what they said about putting as much care into making products as they would into making something for themselves.” Through careful explanations from employees, the students gained an insight into the difficult but fascinating world of manufacturing. We will continue to interact positively with the local community and provide support to the next generation of manufacturing professionals.



**One-day work experience**

On February 2 and 7, 2022, the Inspection Systems Company held a one-day work experience program for job hunters in the class of 2024 at TOKYO KEIKI head office. This one-day work experience program is one of the work experience opportunities we offer, and is an event for students to gain an understanding of the industry, types of work, and the company through a hands-on experience close to real work. In an activity involving evaluating image processing performance using actual equipment, dummy food labels were made to run past at high speed and the participants visually confirmed the defects detected by the printing inspection device. Our engineers shared various stories about the current state of work related to printing inspection, including the high quality demanded by customers and things that happen at actual printing sites. Because of the COVID-19 pandemic, this was the first time in three years that the event had been held in person. Participants made comments such as “I could see the actual equipment and it was easy to ask the employees questions,” and also requested that “it would be great if we could have this kind of opportunity not only for printing inspection devices, but also for other technologies.”

We are considering holding internships involving collaboration between multiple divisions in order to expand opportunities for work experience that is more closely aligned with actual business operations.

