



Topre



Creating the future of our world

INTEGRATED REPORT 2025

Since its founding in 1935, Topre has refined its die technology, enabling the continuous creation of distinctive products.

Lighter vehicles are more environmentally friendly and energy efficient. We supply press-formed components that achieve this directly for automakers.

Our original products—refrigerated vehicles, air-conditioning equipment, and electronic equipment—directly enrich people's lives.

Today, these products bring comfort and happiness to people around the world.

Basic Principles

The Topre Group's mission is to create products and services by maximizing its technical expertise in order to contribute positively to the societies in which it conducts business.

The Group will not only pursue excellence in its economic performance, but also carry out business activities as a group of international companies with the highest ethical standards, which will promote a Topre Group image that will be acknowledged and respected.

This philosophy will guide The Topre Groups domestic and international business actions, while also continuously seeking to enhance the Group's long term prosperity and making positive contributions to the societies in which it is engaged.

Advanced technology,
products, and services



Ethical and conscientious
business operations

Code of Conduct

- | | |
|--|----------------------------------|
| 1 Compliance with laws, internal regulations and social morality | 5 Environmental protection |
| 2 Contributions to society | 6 Safety and health |
| 3 Fair and equitable relationships | 7 Safeguarding of company assets |
| 4 Respect for human rights and diversity | 8 Information security |

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Organizational scope covered by this report

As a general rule, this report covers Topre Corporation and its consolidated subsidiaries.

Period covered

FY2024 (April 1, 2024 to March 31, 2025)

Reference guidelines

The IFRS Foundation's "International Integrated Reporting Framework," the Ministry of Economy, Trade and Industry's "Guidance for Collaborative Value Creation," etc.

Important points to note

The forecasts, plans, prospects, and other information presented in this report that do not constitute historical facts have been compiled by Topre's managers using the data available to them at the time. Readers should therefore be aware that actual performance may differ substantially due to changes in various key factors. Regarding the presentation of financial data included in this Integrated Report, for data presented in units of one hundred million yen, amounts of less than one hundred million yen are rounded to the nearest hundred million, while for data presented in units of one million yen, amounts of less than one million yen are rounded down.

90 Years

of technological mastery and unceasing pursuit of new challenges



Inside one of our first factories

Cultivated Strength
1
The flexible thinking
and strong technological
capabilities that only
an independent
corporation can
provide



DesiTop Multi Vent
(home ventilation system)



High-quality, low-noise fan

Debuted refrigerated vehicles at
the Tokyo Motor Show

Developed blowers (fans)
leveraging press expertise and
entered the air-conditioning
equipment industry

1935

Founded as a dedicated press
manufacturer and expanded into
automotive parts business

1960

Established and
commenced operations at
the Sagamihara Plant



Founded as Tokyo Press Kogyo Co., Ltd.

1963

Opened the in-house "Technical Training Center" to cultivate
skilled craftsmen, enabling in-house die manufacturing



Scenes from the Technical Training Institute

1968

1969

Developed and launched sales of Japan's first refrigerated and
freezer vehicles using an innovative refrigerated panel system
based on research conducted in the United States as part of
an in-house business initiative not reliant on automakers

1970

1974

1979

Opened an air-conditioning
equipment plant in Gifu



RH System
Cooling/heating enabled by
an independent refrigerant circuit



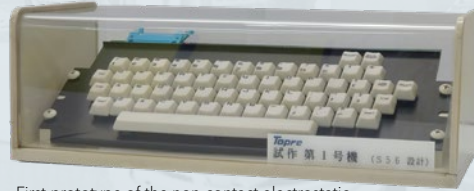
The first refrigerated vehicle

Listed on the First Section of the Tokyo Stock Exchange

Expanded into the electronic equipment industry

Established an electronic equipment department to begin sales of non-contact electrostatic capacitance keyboards, developed after many years of research and marketing.

Our non-contact electrostatic capacitance keyboards feature a feather-touch, soft tactile feel, improved input speed, and better durability enabling long-term use thanks to its contactless capacitance design.



First prototype of the non-contact electrostatic capacitance keyboard

Expanded overseas, entering the United States in 2004, Thailand and China in 2010, Mexico in 2012, Indonesia in 2015, and India in 2017

1983

1985

Changed the company name to Topre Corporation

2001

Launched the consumer brand "REALFORCE," leveraging our track record with business-use keyboards, and established the premium keyboard category

2001 onwards

Cultivated Strength

2

An integrated production system covering every stage from initial planning and design through to product development



REALFORCE brand for general consumers

Cultivated Strength

3

The ability to provide innovative proposals supported by strong production and technology capabilities

Shaping the World with Topre Products

Press-Related Products



Temperature Controlled Logistics-Related Products



Air-Conditioning Equipment-Related Products



Electronic Equipment-Related Products



Aiming to achieve consolidated net sales of
500 billion yen by 2035, our **100th** anniversary

Top Message

**By offering differentiated products,
we aim to establish a business structure
capable of adapting to change
while strengthening and growing
our diverse business models.**

Yutaka Yamamoto

Representative Director, President, Executive Officer
Topre Corporation



Top Message

The 16th Medium-Term Management Plan is Off to a Strong Start

In FY2024, the first year of the Medium-Term Management Plan (covering FY2024 to FY2026; hereafter the “Management Plan”), net sales reached 373.5 billion yen, an increase of 18.6 billion yen year on year, while operating profit rose to 28.6 billion yen, up 6.2 billion yen year on year. Both net sales and operating profit reached record highs.

In the first year of the Management Plan, operating profit reached 143% of its initial target, while the operating profit margin was 7.7% compared with a planned 5.4%, marking a strong start.

Temperature Controlled Logistics-Related Business

In the Temperature Controlled Logistics-Related Business, both net sales and operating profit have already achieved the final-year targets of the Management Plan ahead of schedule. As the impact of COVID-19 and semiconductor supply constraints has eased, and with backlog orders projected to stay high for the foreseeable future, we expect further growth through FY2026. To increase production capacity, we are expanding facilities both in Japan and overseas and strengthening our production system.

The rising number of shipment categories requiring temperature control is a new growth opportunity. To address

the need for efficient operations—including the transport of items with varying temperature requirements on both outbound and return trips—we are introducing a system that automatically dries and prevents condensation in the cargo area due to sub-zero transport conditions. This enables the delivery of products with a variety of temperature requirements while easing, or eliminating altogether, the need for drivers to manually dry the cargo areas.

Overseas, production in Indonesia is planned at 1,000 units per year. In addition to sales within Jakarta, we will further expand production volume through exports to other Asian markets, including Ho Chi Minh City and Manila.

Moreover, orders are expanding in our refrigerated warehouse and refrigerated container business as well as the air cargo container business.

Air-Conditioning- and Electronic Equipment-Related Businesses

We have developed a humidity control system for the Air-Conditioning Equipment-Related Business.

In the category of desiccant-type energy-saving air conditioning systems, we provide Desitop Multi Vent, a 24-hour desiccant humidity control system for industrial and commercial buildings, as well as desiccant ventilation systems for residential housing.

In the Electronic Equipment-Related Business, we offer a wide range of devices, including the **REALFORCE** keyboard, developed using the Topre Group’s unique non-contact electrostatic capacitance technology, as well as touch monitors, panel PCs, and complete sets of operation panels for industrial equipment. In particular, the REALFORCE keyboard has gained strong support as a gaming device for e-sports, establishing its brand as a business-to-consumer product.

Press-Related Products Business

Automakers’ EV strategies and development plans, along with related production sites and vehicle models, remain fluid, with repeated revisions to production start schedules and development models expected into 2026 and beyond. Nevertheless, orders for new models have been secured and expansions in production volumes are anticipated going forward. To address particularly strong demand in India, we plan to relocate a 3,000-ton large press machine from our Wuhan plant in China, with operations scheduled to begin in 2026 in India. Looking ahead, we will continue to respond to changes at automakers’ domestic and overseas bases by making timely decisions and reorganizing production sites, relocating equipment, and allocating personnel.



The only company in Japan to develop and manufacture containers and refrigeration

“equipment entirely in-house”



Our advanced technology and high manufacturing quality embody

“the trusted Japanese standard”



REALFORCE

Transforming the future of cars from the frame up





Whole-house air conditioning system- Comfortable environment

Temperature and humidity control

Top Message

Expanding the Original Product Business in the Lead-Up to Our 100th Anniversary

For FY2035, the year of our 100th anniversary, we have set a target of 500.0 billion yen in consolidated net sales. Of this, 400.0 billion yen is expected to come from the Global Auto Parts Headquarters within the Press-Related Products Business, and 100.0 billion yen from the Product Business Department, which includes the Temperature Controlled Logistics-Related Business. The Product Business is pursuing initiatives to double its current scale over the next ten years.

Our aim is to transform production sites that “depend on people” into workplaces that are “friendly to people.” As investments in environmental, information, and human resources areas continue to grow, we will realize manufacturing through automation that takes human work styles into account, thereby generating high profitability. Building on the Press-Related Products Business as our foundation, we will further strengthen the Product Business and propose distinctive products to a wide range of customers, thereby creating a business structure resilient to change.

We will continue to expand the scale of our business and improve profitability to enhance corporate value, and we respectfully ask for the continued support of all our stakeholders.

Looking Ahead to the Future as We Approach Our 100th Anniversary

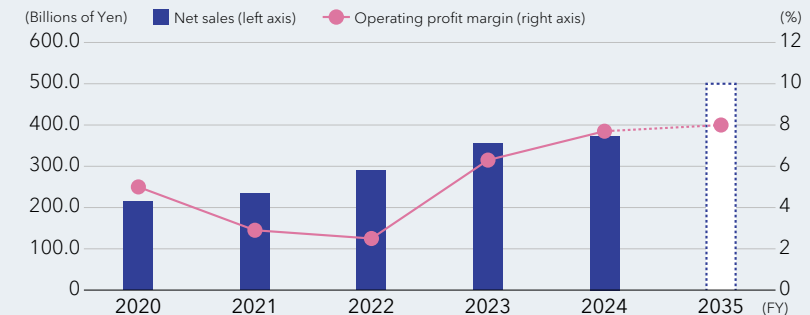
Management Targets

Our Targets for FY2035

Net sales (consolidated): **500 billion yen**

- Global Auto Parts Headquarters: **400 billion yen**
- Product Business Department: **100 billion yen**

Operating profit margin: **8%**



Targets

1

Doubling the scale of business activity
by the Product Business Department

2

Realize labor-saving in production

3

Adoption of new technologies and
implementation of new production methods
by the Global Auto Parts Headquarters

Looking ahead ten years to our 100th anniversary, we have set three targets to realize our vision for the company's future. To realize these targets, we are working to increase sales under the Management Plan.

At the same time, as we face an environment in which it becomes increasingly difficult to recruit human talent, we are promoting automation (labor-saving efforts) to ensure the continuity of our production activities.

Medium- to Long-Term Targets and Results under the 16th Medium-Term Management Plan (Consolidated)

	FY2024 results	FY2026 targets (Proactive investments related to the transition to EVs, etc.)	FY2030 targets (Realizing our vision)
ROE	6.5%	8%-10%	At least 10%
ROIC	7.5%	5%-7%	At least 7%
Dividend payout ratio	30.6%	20%-30%	At least 30%
PBR	0.43 times	0.7-1.0 times	At least 1.0 times

Achieving Sustainable Growth through Operations in Two Pillars Press-Related Products Business and Original Product Business

Yoshinori Tsuyuki

Director, Senior Executive Officer



FY2024: Record High Net Sales and Operating Profit

In FY2024, net sales totaled 373.5 billion yen (up 5.3% year on year), while operating profit reached 28.6 billion yen (up 27.6% year on year), both being the highest on record.

On the other hand, ordinary profit decreased to 27.3 billion yen (down 27.9% year on year) and profit attributable to owners of parent company fell to 14.1 billion yen (down 17.3% year on year).

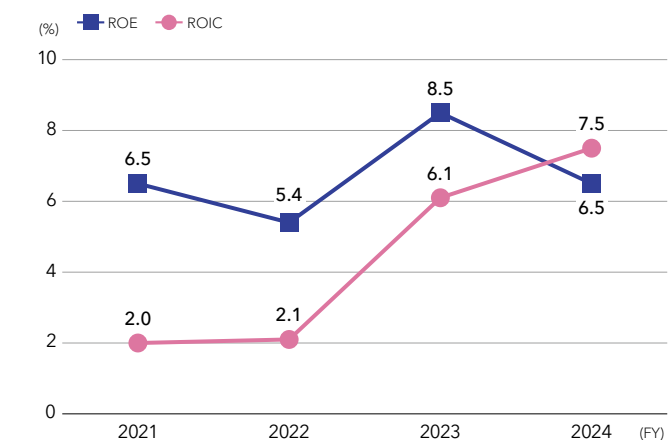
The Company has approximately USD 500 million in foreign currency-denominated loans in the United States and Mexico, so a one-yen fluctuation in exchange rates results in an impact of about 600 million yen on ordinary profit. The decrease in ordinary profit was due to a foreign exchange gain of 13.4

billion yen in FY2023 turning into a foreign exchange loss of 2.3 billion yen in FY2024. The decrease in profit attributable to owners of parent company was mainly the result of recording impairment losses of 6.2 billion yen at overseas subsidiaries in China and Indonesia.

The Topre Group positions the continuous improvement of ROE and ROIC as key management indicators. We estimate the cost of shareholders' equity to be around 7%–8%. By appropriately balancing capital efficiency improvements with growth investments, we strive to maximize corporate value.

In FY2024, ROIC rose to 7.5% as a result of operating profit reaching a record high. However, ROE fell significantly to 6.5% year on year, due to a decrease in net income. Looking ahead, we will strive to enhance capital efficiency by improving operating profit margins across segments and compressing total assets.

Changes in management indicators



Progress of Our Strategy for the Period Leading Up to Our 100th Anniversary

Topre's PBR has remained below 1.0. We take this fact very seriously and are earnestly working to improve it, while also striving to promote greater understanding of the company among investors.

A distinctive feature of Topre's business portfolio is its two-pillar structure: the **Press-Related Products Business** for the automotive industry and the original **Product Business**, which encompasses the Temperature Controlled Logistics-Related

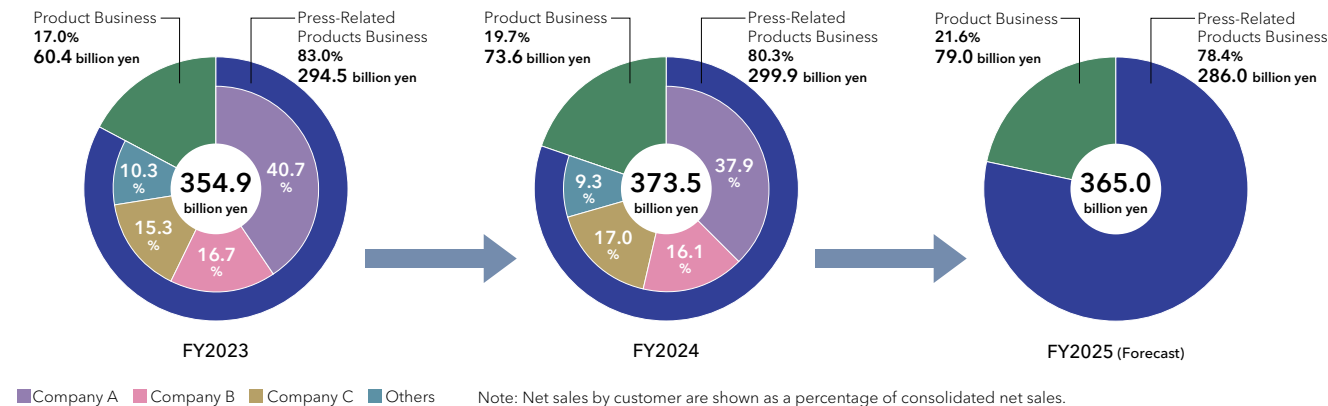
Business, the Air-Conditioning Equipment-Related Business, and the Electronic Equipment-Related Business. Under our long-term strategy toward the 100th anniversary, we have set a target for consolidated net sales for FY2035 of 500.0 billion yen, consisting of 400.0 billion yen from the Global Auto Parts Headquarters in the Press-Related Products Business and 100.0 billion yen from the Product Business Department. The Product Business Department is pursuing plans to double its current scale, starting with the Temperature Controlled Logistics-Related Business.

In the Press-Related Products Business, we are leveraging the advantages of being an independent corporation to diversify our automaker customer base. As shown in the graph at left, this business has expanded sales while also broadening its customer portfolio. Our largest customer now accounts for less than 40% of consolidated net sales. By region, we are expanding business in Asia with a Japanese automaker that holds the top share of the Indian market as well as with another Japanese automaker operating in Thailand.

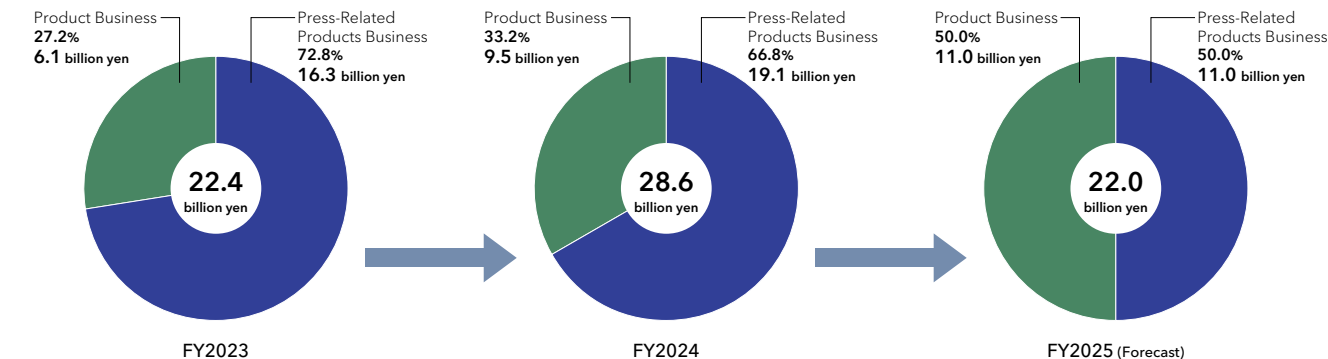
The stock market has at times raised concerns about the Press-Related Products Business's heavy reliance on specific customers. The company, however, takes pride in its broad customer base—much more diverse than those of its industry peers with strong *keiretsu* (conglomerates) affiliations—and its foothold in growth markets.

In diversifying our business portfolio, a major differentiating factor is that we have created our own products and brands, and by integrating production and sales, we are cultivating our Product Business to grow into a business expected to further contribute to profit. For example, in Temperature Controlled Logistics-Related Business, unlike competitors that manufacture only refrigeration units or containers, we have built a business model that manufactures both machinery and box-shaped load-carrying trays. Having successfully transferred this model to Indonesia ten years ago, we are now poised for Asia-wide expansion, a growth story we encourage you to follow.

Net sales by business



Operating profit by business



Defining Characteristics of the Press-Related Products Business

In addition to the points I mentioned earlier, I would like to emphasize the defining characteristics of the Press-Related Products Business.

Over the past five years, the company has increased net sales by 160.0 billion yen, and most of this increase came from the Press-Related Products Business. The market scale of this business is substantial, and for major projects, orders can reach the scale of 10.0 billion yen per vehicle model.

On the other hand, fulfilling such orders requires substantial capital investment. For example, approximately USD 140 million (around 20.0 billion yen) was needed for building expansions at our two existing U.S. plants, which are scheduled to start operations in 2026, as well as for additional press

Financial Strategy | Chief Financial Officer's Message

machines. Once an order is secured, land must be acquired, plants constructed, large press machines and welding robots purchased, and molds invested in. Because of the volume of preparation required, production of a new vehicle model typically begins about two to three years after the order.

During this period, assets accumulate, and only when mass production begins does the recovery phase start. We would like you to understand that while this core business contributes significantly to scale expansion, its business structure makes it difficult to substantially improve capital efficiency.

With respect to our U.S. investments, the high level of uncertainty in the automotive industry has led to the cancellation of certain vehicle models under development in North America and delays in the launch of others. Even though sales continue to be supported by existing models in production, the value of the general-purpose press machines and other equipment already introduced will begin depreciating almost immediately, and this is expected to increase the cost burden.

In contrast, refrigerated vehicle production does not require large press machines, enabling faster plant start-up. Although each unit is made to order, sales are processed more quickly, with the time from receiving the order to purchasing the truck, installing the body, and shipping taking as little as two months.

Concerning Shareholder Returns

We have set the dividend payout ratio as one of our medium- to long-term management indicators, with a target benchmark of 30%. In addition, we will continue to examine share buybacks on a regular basis, working to further strengthen shareholder returns.

In FY2024, we paid an annual dividend of 85 yen per share, consisting of an ordinary dividend of 75 yen and a commemorative dividend of 10 yen for our 90th anniversary. The dividend payout ratio was 30.6%.

For FY2025, we plan to pay out an ordinary dividend of 80 yen per share, an increase of 5 yen. The dividend payout ratio is expected to be 33.9%.

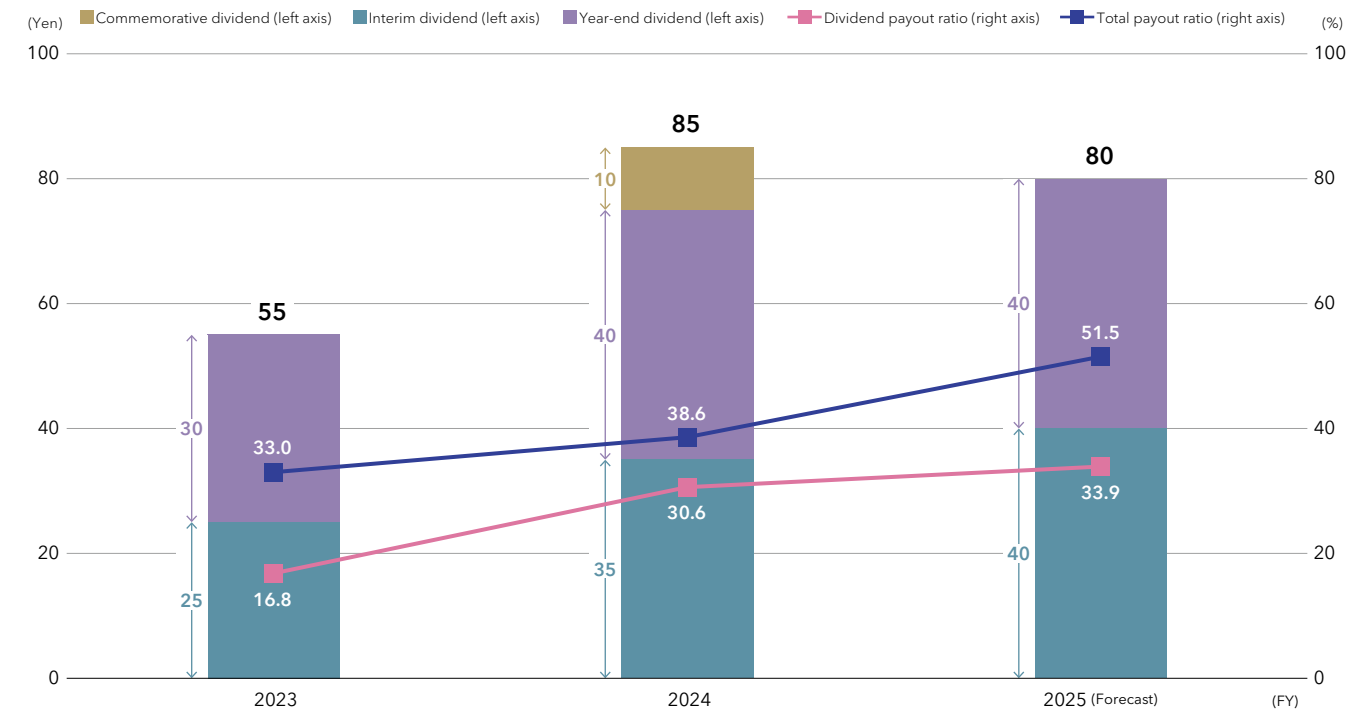
Regarding share repurchases, we have set out a framework for acquiring approximately 10.0 billion yen in shares over the

three years of the 16th Medium-term Management Plan. Based on this policy, we executed buybacks totaling 3.3 billion yen: 620,000 shares in August 2024 and 1.2 million shares in May 2025.

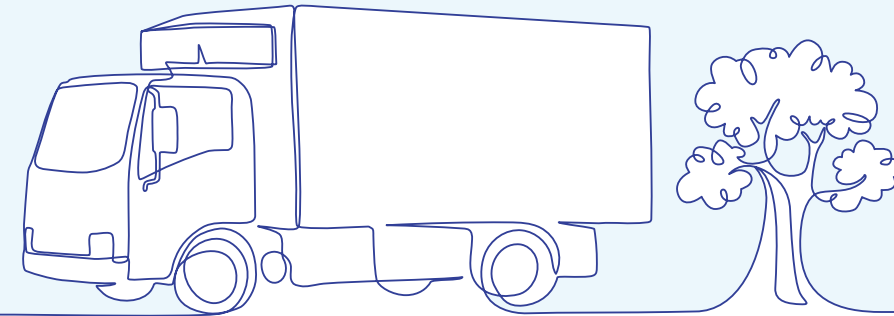
In this way, by raising the total payout ratio, we intend to further enhance returns to our shareholders.

Some shareholders holding our shares as cross-shareholdings have indicated plans to divest in the next few years, and we plan to address this through share repurchases. The Topre Group is committed to engaging sincerely with all stakeholders—including investors, shareholders, business partners, and employees—and to enhancing long-term corporate value through strategic business initiatives and the setting and achievement of targets for key indicators.

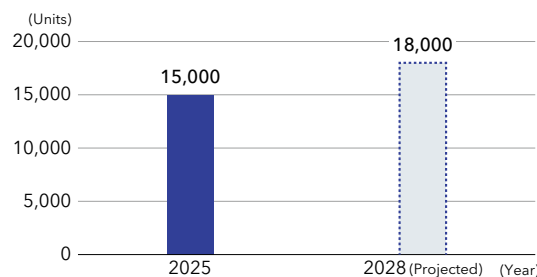
Shareholder returns (dividends, dividend payout ratio, share repurchases)



Increasing domestic production capacity by 20% to meet the growing demand for temperature controlled logistics



Production capacity of refrigerated vehicles



In the Temperature Controlled Logistics-Related Business, we have a combined annual production capacity of 15,000 refrigerated vehicles from two plants: the Tochigi Plant and the Hiroshima Plant.

In FY2024, unit production increased by 2,500 year on year as chassis delivery conditions at major customers improved. In addition, the recent severe heat waves have expanded the scope of temperature-controlled logistics to include cosmetics, oil-based products, and confectionery. To strengthen the production system for refrigerated vehicles, we have decided to expand our plant facilities.

The Tochigi Plant, our core site with an integrated production system for refrigerated vehicle containers and refrigeration equipment, will undergo a two-phase expansion: Phase 1 will involve constructing a sixth production line, and Phase 2 will involve the expansion of the existing second and third production lines.

The total investment will be approximately 3.6 billion yen, with construction starting in 2025 and production capacity raised to 18,000 units across both plants annually by the first half of 2028. We plan to introduce the latest labor-saving equipment to improve production efficiency and help address labor shortages. In the future, we aim to increase annual production capacity to 20,000 units.

Implementing Verification Tests for Next-Generation Low-Temperature Logistics

Topre, together with startup PXP Corporation, is conducting the project "Development and Demonstration of a Next-generation Solar Cell System for Low-Temperature Logistics," which has been reselected under Kanagawa Prefecture's FY2025 research and development initiative, "Realizing a Decarbonized Society by 2050." In FY2025, we plan to further enhance power generation, develop more advanced Low-Temperature systems with higher thermal insulation and energy efficiency, and verify their effectiveness in real-world environments through demonstrations using Low-Temperature logistics vehicles in urban areas.



The container roof is fitted with a "flexible solar panel system" that is lightweight, thin, durable, and designed to be attached anywhere

With more than a decade of local production, we are now setting our sights on the next leap forward

Topre opened a refrigerated vehicle production site in Banten Province, Indonesia, in May 2015 through a joint venture with truck bed manufacturer Toyotaka Sangyo Corporation.

The Temperature Controlled Logistics-Related Business is characterized by a unique business model in Japan that integrates the production of both refrigeration equipment and containers for refrigerated vehicles. We sought to apply this proven model to our first overseas base, aiming to establish integrated production and a sales network. Indonesia was chosen because multiple Japanese truck manufacturers have production sites there, ensuring access to chassis.

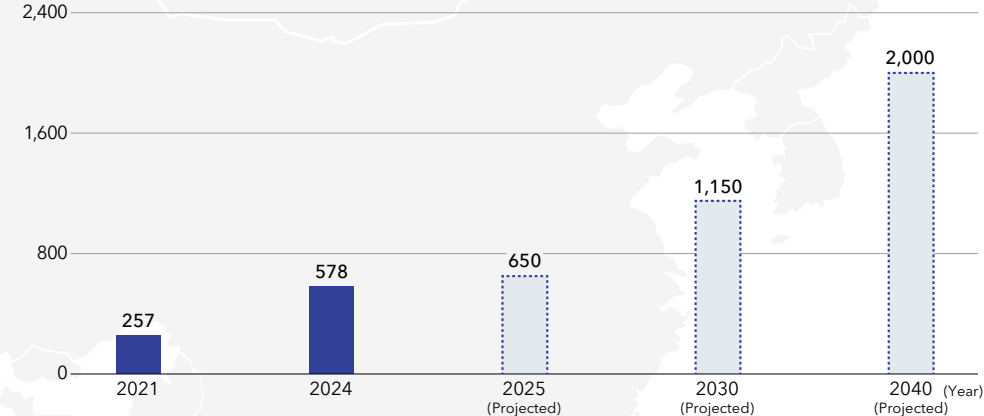
While it initially took time to gain recognition in the market and stabilize operations, the plant has now been in operation for over 10 years, producing more than 600 refrigerated vehicles annually. Sales channels have expanded beyond Japanese companies to include local businesses, and exports to Ho Chi Minh City in Vietnam and Manila in the Philippines have begun.

As a new initiative, we have signed a sales agency agreement with Truong Long Technical and Auto Joint Stock Company, a leading local truck distributor in Vietnam, for the sale of refrigerated vehicles in that country. With Vietnam's cold chain expected to develop, demand for refrigerated vehicles is projected to expand, and we are targeting annual sales of 1,000 units by FY2028.

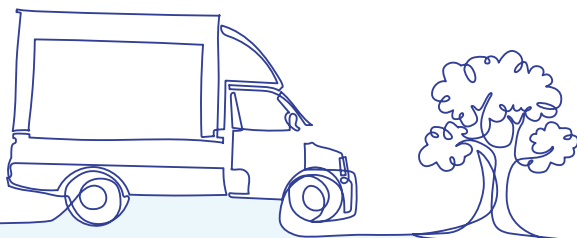
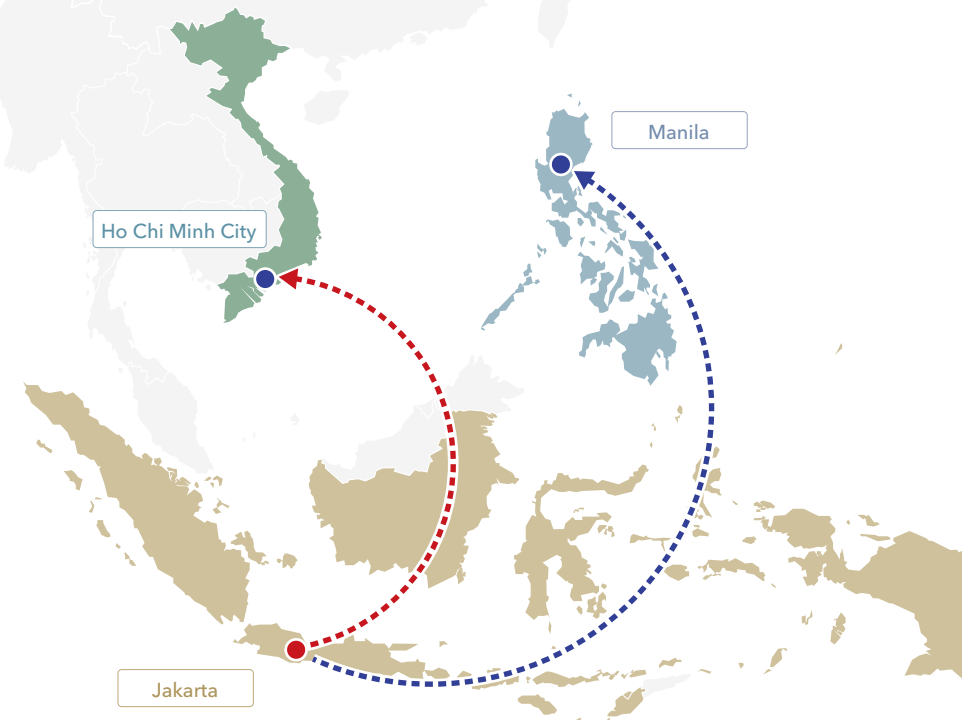
To handle future growth of market demand in Asia, we will strengthen our local production systems.

Sales volume

(Units)



Signing ceremony with Truong Long Technical and Auto



DesiTop MultiVent

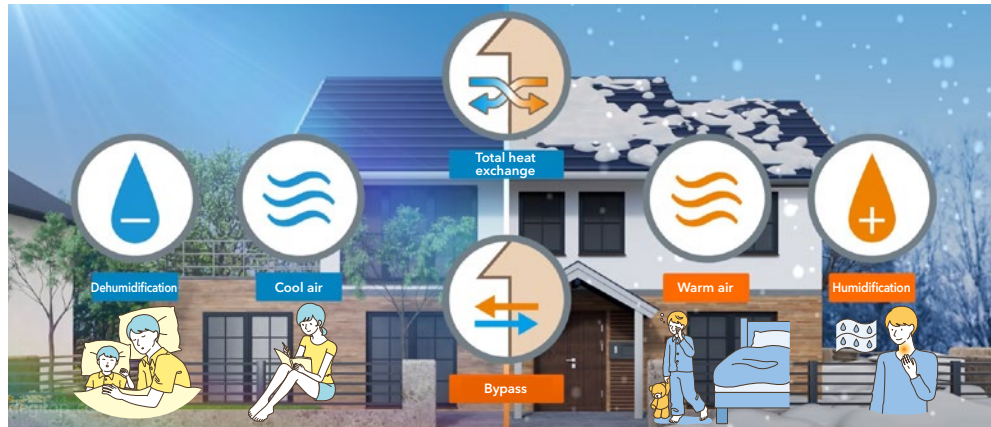


Delivering comfort in all four seasons

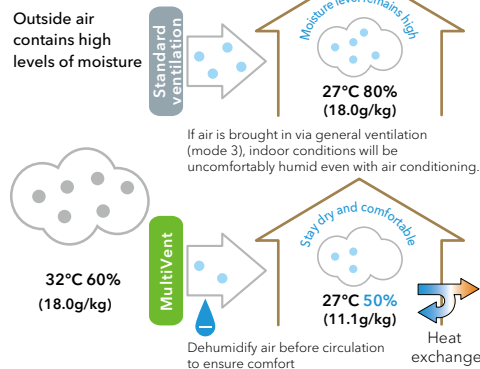
Currently, the mainstream equipment in ventilation systems are total heat exchangers that adjust indoor temperature and humidity relative to outdoor conditions while ventilating. However, in places like Japan with extreme differences across the four seasons, this technology alone is insufficient. The DesiTop MultiVent improves upon the technology by offering **a total heat exchange ventilation system with humidity control**. This product assists with both heating and cooling by controlling the humidity and air purification in addition to ventilation, generating further comfort and using less energy.

Six Ventilation Modes, including humidification and dehumidification while ventilating

This product automatically switches between six ventilation modes to create a comfortable indoor environment with humidity control.

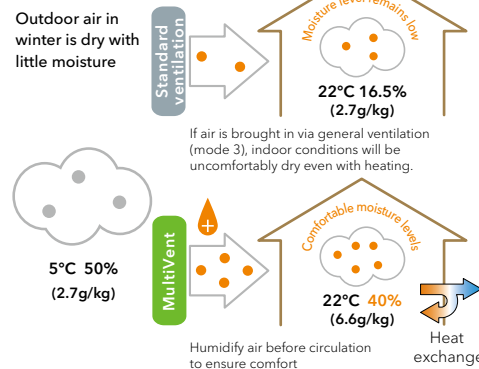


Summer

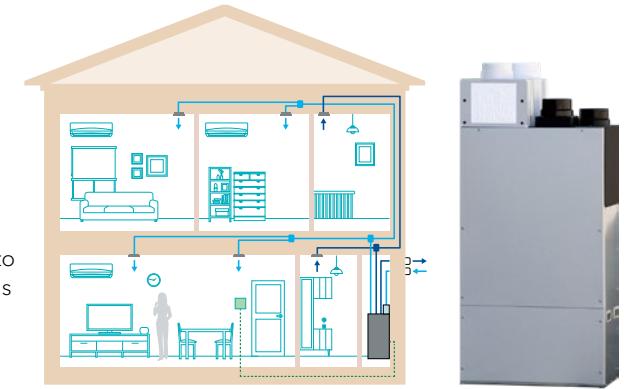


Note: Figures in parentheses refer to absolute humidity

Winter

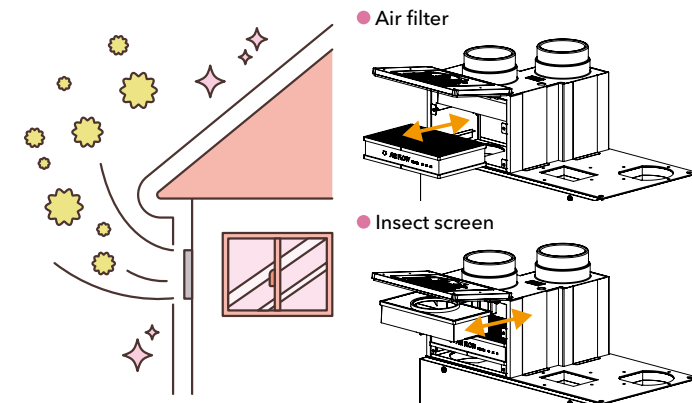


Note: Figures in parentheses refer to absolute humidity

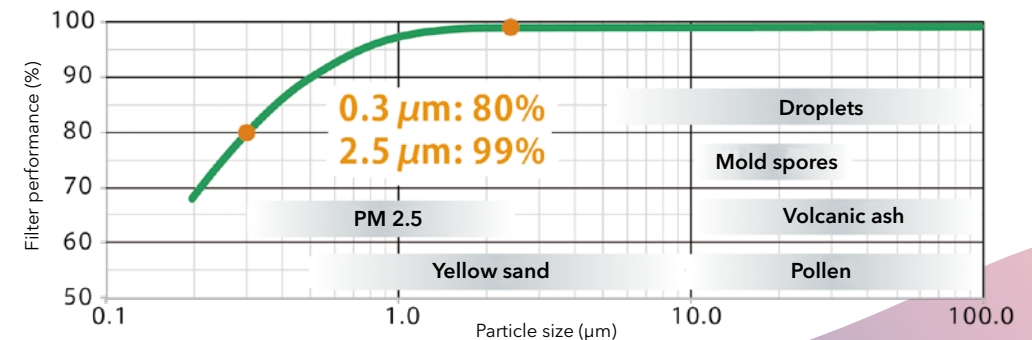


Ventilation and Air Purification

This product uses a high-performance filter to purify outside air, maintaining a clean indoor environment—even fine pollen and PM 2.5 particles are removed effectively. Replacing filters is easy, enabling low-effort comfort.



Filter Performance



Air capacity: 200 m³/h Material source: atmospheric dust

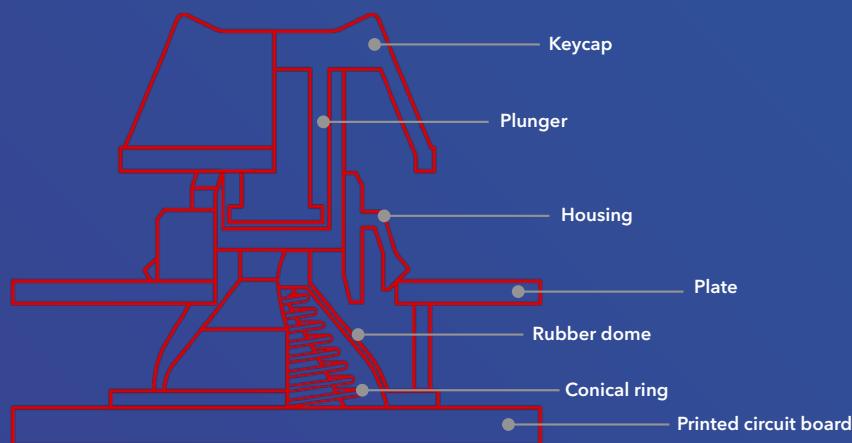
REALFORCE

The History of Our Victories

"REALFORCE" stands as the ultimate keyboard in the pursuit of typing comfort.

Utilizing our unique non-contact electrostatic capacitance technology, REALFORCE delivers an exceptional typing feel while boasting a high level of durability, features that have earned it lasting acclaim from users worldwide.

Here, we present the history of its evolution from its start to the present day.



- 2001** Leveraging our achievements in keyboards for business use, we launched the "R1" series of standard keyboards for general consumer use. At the time, the market was seeing a rise in lower-priced models, so initial sales were sluggish. However, sales grew on the strength of word of mouth once users began posting about its usability on online forums. Many say it was the product that created the very category of premium keyboards.
- 2016** We launched the first product in the RGB series of gaming keyboards designed for gaming with keys capable of lighting up individually in about 16.77 million selectable colors. This was the first product to feature the actuation point changer (APC) functionality.
- 2017** We launched the second generation of standard keyboards in the "R2 Series."
- 2021** We launched the third generation of standard keyboards in the "R3 Series." Starting with this model, wireless connectivity via Bluetooth is available.
- 2023** We launched the second generation of the "GX1" series of gaming keyboards, which feature dynamic modes that enhance APC functionality. The ON and OFF positions change dynamically with finger movement, making this keyboard ideal for games that require quick or continuous input, and has been highly praised.
- 2024** With the debut of the compact "RC1" series of keyboards, the product lineup has been further enhanced.
- 2025** We launched the fourth generation of the standard "R4" series of keyboards, with further improved balance between stylish design and functionality.



Launched in 2001
First generation REALFORCE 106

RM1 Mouse / RFM02U21

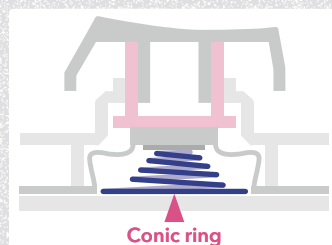
Incorporating non-contact electrostatic capacitance technology, this mouse was developed in-house from the ground up. With most components made in Japan and units assembled one by one through a cell production system, it is a fully domestically produced, "handcrafted" mouse.



Fourth generation of the standard "R4" series

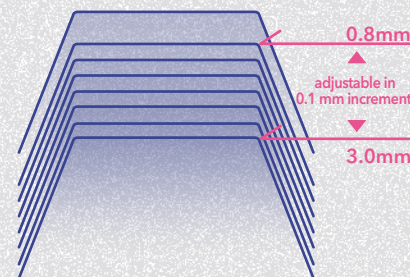
What is non-contact electrostatic capacitance technology?

When a key is pressed, an internal conical spring compresses, altering the amount of stored electricity. An analog signal, which varies according to the degree of key press, is used for input detection. Once the value exceeds a certain threshold, the circuit is complete and the key press is recognized. Because it has no physical contact with the other circuit components, the switch is highly reliable and durable.



What are APC functions?

The ON position for the key switches can be adjusted for each key individually, and can be set to a shallow position that enables quicker input. This feature is useful for high-speed typing and gaming and is highly customizable.



Fourth generation ATM "ATM+ (Plus)"

Capacitive contactless key switches have a low input error rate, and are highly reliable and durable. These features contribute to this technology's popularity across a variety of specialized input equipment for businesses, such as those at financial institutions. For example, we have a large share of the market in industries that require a lot of typing such as data entry as well as numeric keypads in ATMs at convenience stores, where reliability is paramount.



Enhancing production capacity for ultra-high-tensile parts in an expanding India

India is the world's third-largest automobile market, after China and the United States. In 2024, four-wheeler vehicle sales reached 5.22 million units, setting a new record for the fourth consecutive year and surpassing Japan for the third year in a row. With this increase in vehicle sales, safety awareness has also grown, driving demand for the wider application of ultra-high-tensile parts with superior crash safety performance.

In 2017, Topre decided to begin production of automotive body frame press parts in India, constructing a plant in the Mandal Japanese Industrial Zone in Gujarat State and commencing operations in April 2021.

To meet growing local demand and ensure a stable supply of ultra-high-tensile parts, we will expand our plant facilities and relocate a 3,000-ton large transfer press machine from our Wuhan plant in China to India, with operations scheduled to begin around 2026. The planned investment is approximately 3.3 billion yen.



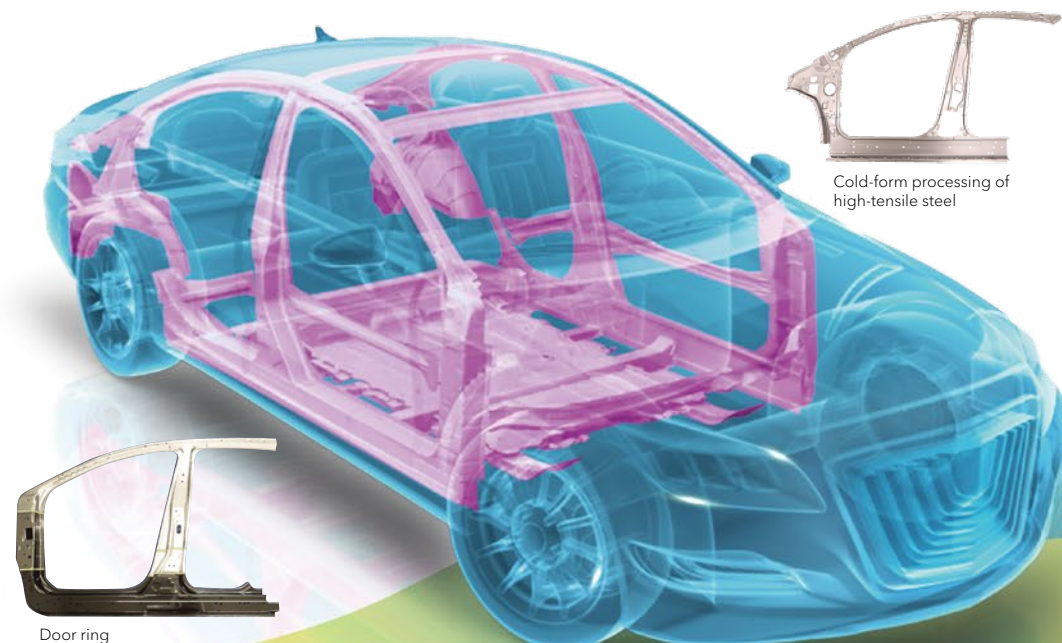
Topre India Pvt. Ltd.

Utilizing superior technology to respond to the growing demand for integrated components

Topre is advancing development of the "door ring," a single component that consolidates five vehicle parts, including the front door pillar, roof rail, and side sill. This addresses the need for both vehicle weight reduction and assembly line simplification. Using hot stamping (hot press) technology with a tensile strength of up to 2.0 GPa, the door ring is expected to deliver a weight reduction of approximately 10 kilograms for both sides compared with the weight of individual parts once assembled.

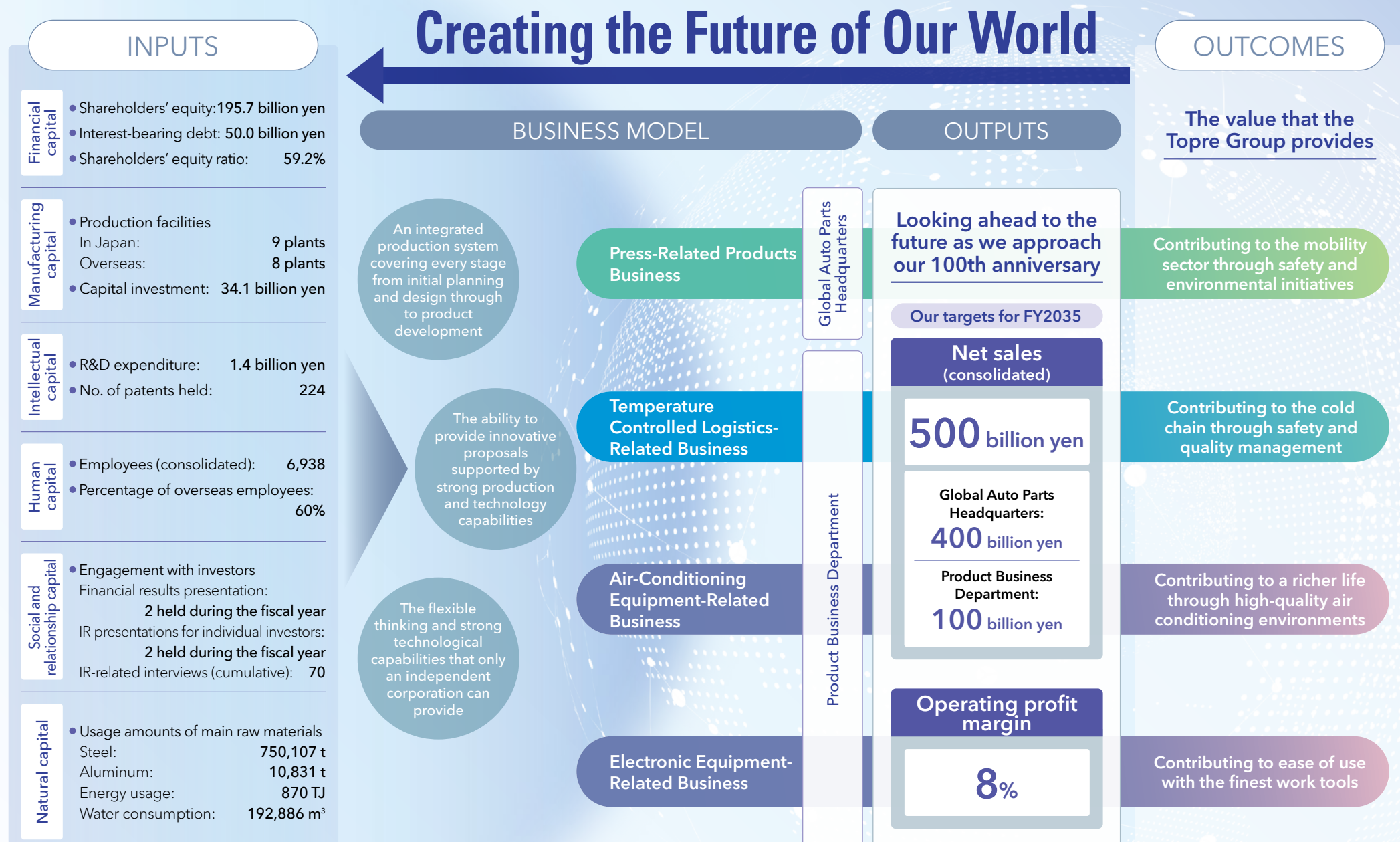
On the other hand, for the inner-side door ring, where greater collision fracture resistance is required, we are proposing a design that uses cold-formed high-tensile steel, which offers higher ductility than hot-stamped steel. We have succeeded in processing cold-formed high-tensile steel, which is often considered difficult to apply to large components.

In this way, Topre is working to create products that address both safety and environmental needs through its superior technology.



Door ring

The Topre Group's Value Creation Process



The Topre Group's Growth Story

1935

Tokyo Press Kogyo Co., Ltd. was founded

1962

Listed on the Second Section of the Tokyo Stock Exchange

1963

Established a Technician Training Institute

1964

Established the Hiroshima Plant in Higashi Hiroshima City, Hiroshima Prefecture

1966

Announced the company's first Long-term Management Plan

1974

Changed listing to the First Section of the Tokyo Stock Exchange

1985

The company was renamed Topre Corporation


2004

Established Topre America Corporation in Cullman, Alabama, USA

2010

Established Topre (Foshan) Autoparts Corporation in Guangdong Province, China

Established Topre (Thailand) Co., Ltd. in Bangkok, Thailand

2012

Established Topre (Xiangyang) Autoparts Corporation in Hubei Province, China

2025

90-year anniversary

2012

Established Topre Autoparts Mexico, S.A. de C.V. in Queretaro State, Mexico

2017

Established Topre India Pvt. Ltd. in Gujarat State, India

2019

Established Topre (Wuhan) Autoparts Corporation in Hubei Province, China

Topre

1960

The Sagami-hara Plant began operations


2002

Launched the world's first center pillar (for cars) with strength of 980 MPa


2013

Was the first to introduce hot-stamping technology in the USA

2020

Began operation of the second press plant at Sagami-hara

Press-Related
Products
Business

1968

Entered the refrigerated vehicle business

1969

Exhibited the company's first refrigerated vehicle at the 16th Tokyo Motor Show


1971

Established the Tochigi Plant in Kawachi-gun, Tochigi Prefecture

1979

Number of refrigerated vehicles sold rose to over 7,000

1991

Established Toprec Corporation to handle sales of refrigerated vehicles and refrigerated storage equipment

2006

Secured the highest market share in Japan for refrigerated vehicles

2007

Launched the GBS environmentally friendly refrigeration unit for refrigerated vehicles

2011

Launched the RH System, a new refrigerant warming device

2022

Launched a refrigeration device with a dry mode for storage facility interiors

Temperature
Controlled
Logistics-
Related
Business

1970

Entered the air-conditioning equipment business

1972

Launched Japan's first variable air volume (VAV) system with electronic damper control

1979

Established what is now the Gifu Plant in Kamo-gun, Gifu Prefecture


1989

Launched a 24-hour ventilation system for detached houses

1997

Began providing custom-made ventilation systems

2009

Launched plug fan products

2017

Launched a desiccant outside air treatment device for industrial air conditioning

2021

Launched a 24-hour ventilation system for detached houses with humidity control function

Air-
Conditioning
Equipment-
Related
Business

1983

Entered the electronic equipment business

1985

Established an electronic equipment plant in Sagami-hara City, Kanagawa Prefecture

2001

Launched the first generation REALFORCE R1 Keyboard


2007

Launched the security PIN pad

2016

Launched the REALFORCE RGB gaming keyboard

2020

Launched the REALFORCE Mouse

2024

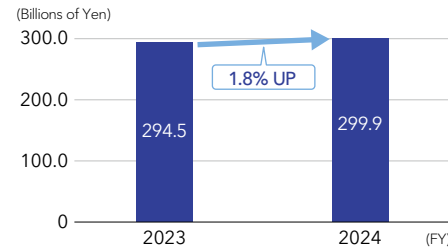
Launched the compact RC1 keyboard

Electronic
Equipment-
Related
Business

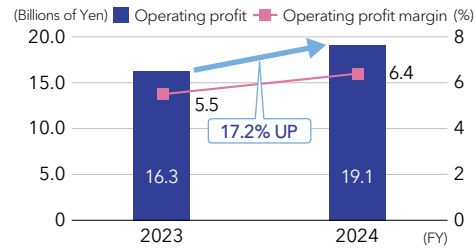
Business Strategies | Press-Related Products Business

FY2024 Segment Performance

Net sales



Operating profit / Operating profit margin



Press-Related Products Business

With expertise in press processing technology refined over nearly 90 years, Topre was among the first to commercialize high-tensile steel, a material that is difficult to form. Today, we have mastered the art of cold pressing ultra-high-tensile steel with a strength of 1.5 GPa, contributing to stronger and lighter automotive body frame parts. In fact, by FY2026, we are planning to begin mass production of these products with a strength of 2.0 GPa by employing hot stamping—simultaneously pressing and quenching steel sheets heated to around 900°C. With expertise in both cold pressing and hot stamping, we support greater safety and environmental sustainability in the automotive industry. Furthermore, we are developing technologies that will facilitate the joining of disparate materials, such as steel sheets and aluminum castings, in pursuit of multi-material applications.

Given our large-scale investments in the United States, we expect profits to decrease during the period of the 16th Medium-Term Management Plan, but we expect profit recovery in line with the launch of new vehicle models.

Business Strategies in the 16th Medium-Term Management Plan

< Building an operational structure >

- Determining optimal personnel, equipment, and workload for each location
- Considering/implementing measures to build an optimally balanced operational structure

< Innovating lifestyles >

- Utilizing collaborative robots
 - Expanding of semi-automation
- Strengthening automation/IT infrastructure
 - Determining methods for utilizing production data
 - Acquiring automation-related expertise/knowledge/AI know-how
 - Devising automation systems that can leverage Topre's strengths
 - Building infrastructure for IoT

< Establishing differentiated technology with consideration for environmental conservation >

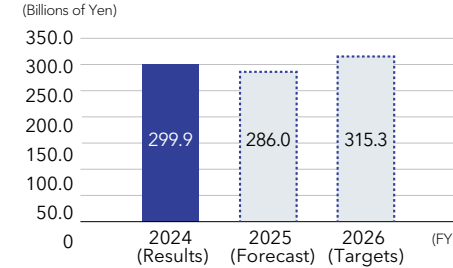
- Establishing multi-material combination technology
- Expanding EV-related technology
- Responding to high-tensile requirements

< Building an active workplace in which organizational strength can be demonstrated >

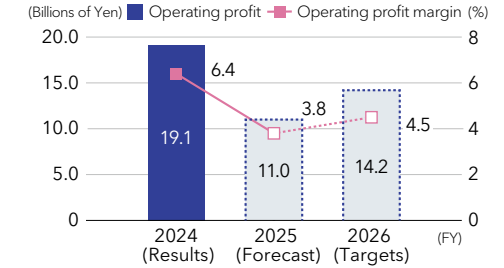
- Planning ideal offices/factories that attract talent
- Implementing internal award systems and other motivation-increasing measures
- Utilizing and developing global talent

Progress under the 16th Medium-Term Management Plan

Net sales



Operating profit / Operating profit margin



Note: Large-scale investments in the U.S. put temporary pressure on profits

Strengths

- Manufacturing using some of the world's strongest high-tensile steel plates
- Production of such automotive body frame parts as center pillars, front pillars, and door beams
- Development and production of battery cases for electric vehicles

Market Trends

- Aiming to cut vehicle weights and simplify manufacturing processes, we are progressing with a reduction in the number of parts through the adoption of an integrated structure
- Expanding demand for higher-strength materials (cold high-tensile steel, hot press)

R&D

In the automotive press parts division, we are developing differentiation technologies in response to environmental changes. For high-strength materials, which contribute to vehicle weight reduction, we are working to expand mass-production applications of cold-pressed 1.5 GPa materials and hot-stamped 2.0 GPa materials.

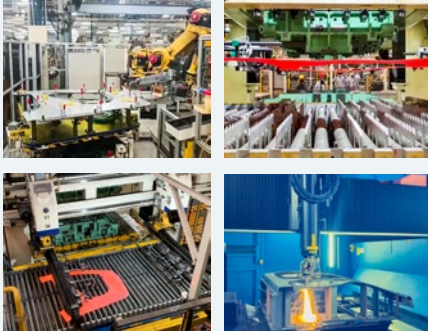
As a unique initiative, we conduct detailed evaluations of materials used in pressing and experimental assessments of vehicle crash performance, while working to advance the evaluation technologies used in computer-aided engineering (CAE) and crash safety CAE analysis. Leveraging these evaluation capabilities, which are backed by advanced technology, we deliver highly reliable structural proposals.

Note: Computer-aided engineering refers to the utilization of computers to perform technical calculations, simulations, and structural analysis. This reduces the time and costs needed for developing prototypes and enables accurate reproduction and verification of the status, and structural characteristics of the designed products.

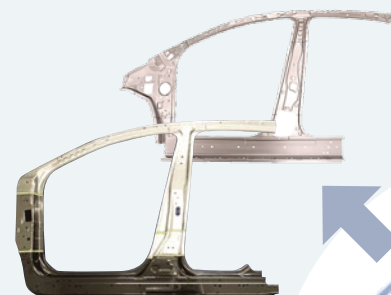
Promoting Integrated, Lightweight Solutions with a Focus on Safety and Environmental Considerations

Integrated Technology (cold-formed high-tensile/hot stamping)

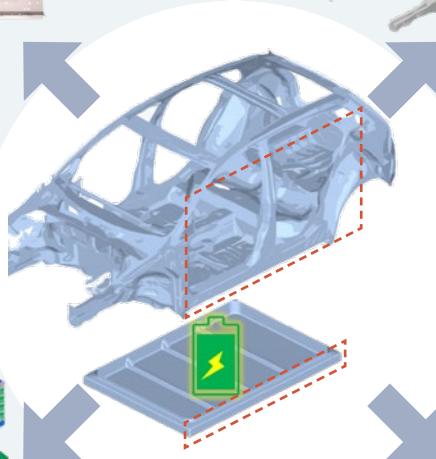
Mass production verification tests



Inner door ring (cold-formed high-tensile)



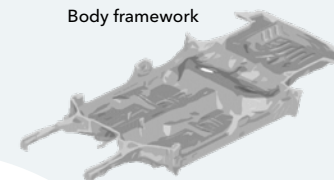
Outer door ring (hot stamping)



Battery Protection Structure

Current EV

Body framework

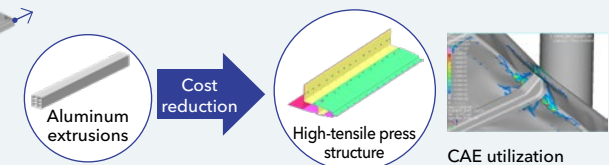


Proposal

Joining of disparate materials: steel and aluminum



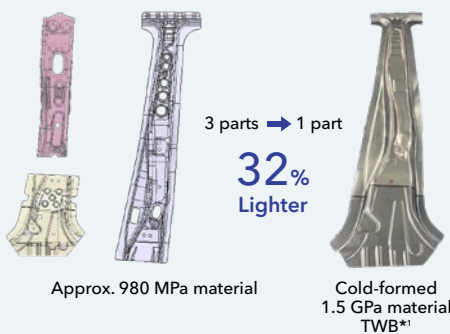
High-tensile press structure



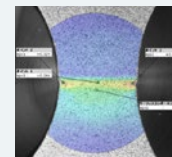
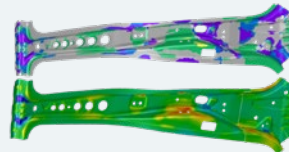
Weight reduction via the use of high-tensile steel

Current EV

Proposal



Leveraging high-precision CAE to make use of forming limits



1,470 MPa
780 MPa

Pushing the limits with advanced welding

Cold High-Tensile Steel (1.5 GPa)

Real vehicle collision test



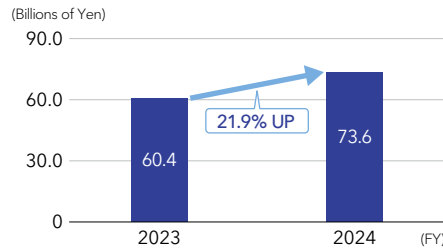
Vehicle Performance Analysis & Structural Proposals

*1 Tailor welded blanks (TWB): A technique for joining steel plates of different thicknesses and materials using laser or other welding methods, and then pressing them into a single steel plate
*2 Flow drilling screw (FDS): A specialized technique involving drilling threaded screw holes for joining

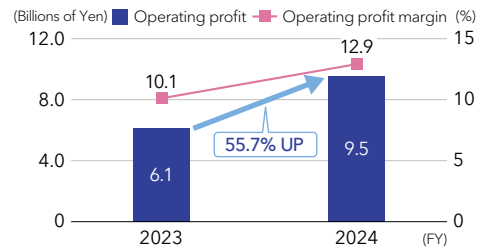
Business Strategies | Product Business

FY2024 Segment Performance

Net sales

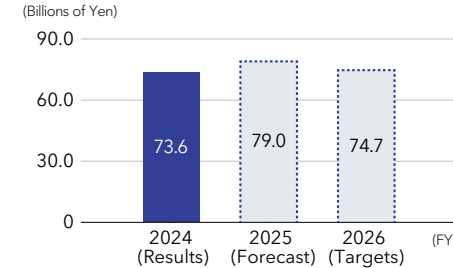


Operating profit / Operating profit margin

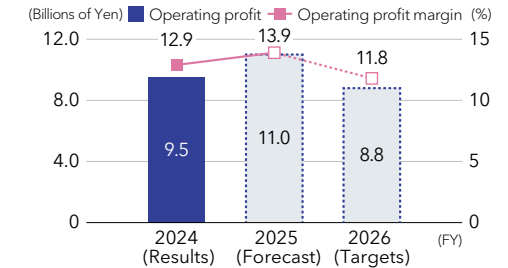


Progress under the 16th Medium-Term Management Plan

Net sales



Operating profit / Operating profit margin



Temperature Controlled Logistics-Related Business

Topre entered the refrigerated vehicle market in 1968, when refrigerated vehicles first began to gain widespread adoption. Since then, we have contributed to the development of the cold chain by ensuring the safety and quality of our products.

What sets Topre apart from competitors is its production system. Refrigerated vehicles are broadly divided into containers and refrigeration equipment, but Topre is the only company in Japan that develops and consistently manufactures both in-house.

This enables us to respond to customer needs with made-to-order solutions while also allowing for short delivery times and enhanced ease of maintenance. As a result, we have become the leading company in providing refrigerated vehicles optimized for the appropriate temperature range of the cargo being transported.

Temperature Controlled Logistics-Related Business Strategies in the 16th Medium-Term Management Plan

< Establishing an overwhelming position in the temperature-controlled logistics industry by strengthening manufacturing and sales integration >

- (1) Development of refrigerated vehicles aligned with progress in commercial truck electrification and logistics efficiency
 - Mass production of BEV and FCEV refrigerated vehicles corresponding to each truck manufacturer
 - Creation of a lineup of high-efficiency electric refrigeration units
 - Enhancement of cargo handling support products (drying mode, container options, etc.)
- (2) Production capacity improvement and labor reduction centered on production equipment automation
 - Structure and method changes for automated equipment introduction
 - Promotion of increased CAM-applicable equipment
- (3) Concept and system development for manufacturing-sales integration
 - Determination of new system concepts (order forms, production planning, inventory management)
 - Strengthening of sales support tools (proposal drawings, loading capacity, cooling performance)
- (4) Creation and commercialization of new product items
 - New development of cold chain-related products
 - Lineup creation and product enhancement of cargo containers
- (5) Strengthening the TR (PT.Topre REFRIGERATOR INDONESIA) business structure
 - Establishment of a profitable structure through production equipment introduction and local procurement
 - Building sales and service networks for ASEAN expansion

Strengths

- Japan's first integrated production system enabling precise temperature control
- Comprehensive lineup covering light vehicles to large trucks
- Improved logistics efficiency by utilizing heat pump technology to keep cargo dry in storage

Market Trends

- Having overcome chassis supply concerns that arose during the COVID-19 pandemic, latent demand has surfaced and begun expanding
- Increased transportation efficiency is needed in the face of the logistic industry's "2024 Problem"
- Truck manufacturers are launching electric trucks in an effort to realize decarbonization

R&D

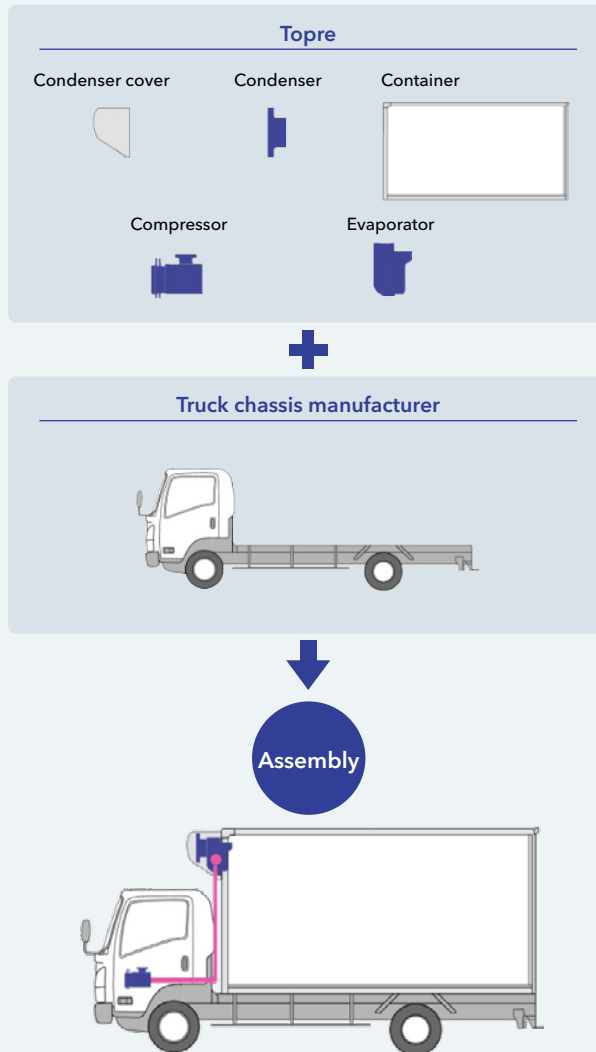
In the refrigerator equipment division, as part of our drive toward carbon neutrality, we launched mass production in August 2024 of eco-friendly refrigeration equipment, which we supply to major customers for use in their equipment for battery electric vehicles (BEVs). For fuel cell electric vehicles (FCEVs) as well, we are expanding monitoring and continuing market evaluations in collaboration with truck manufacturers.

We are also working to broaden the lineup of refrigeration equipment equipped with a drying mode, supporting work style reforms in the transportation industry.

For refrigerated containers, to help the logistics industry improve delivery efficiency, we are pursuing model upgrades for large and high-capacity containers, with a focus on reducing the cargo handling load, while also developing optional parts for doors. In air transport, we are expanding our lineup and will continue developing products that meet evolving market needs.

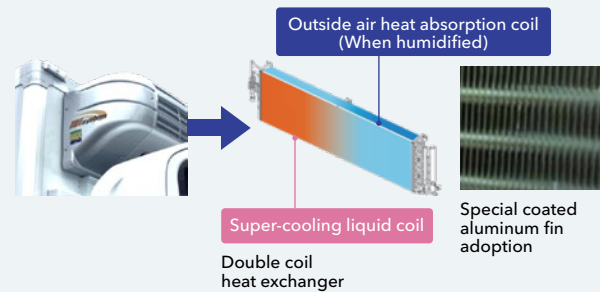
Refrigerated vehicle development aligned with Topre's business model as well as progress in logistics efficiency and the electrification of commercial trucks

Topre's Integrated Production Structure

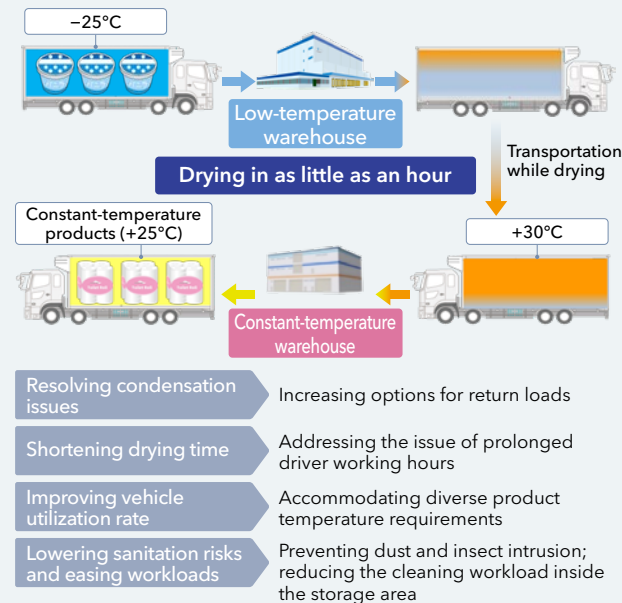


Heat Pump Unit

Industry's first large vehicle 2-compressor HP unit

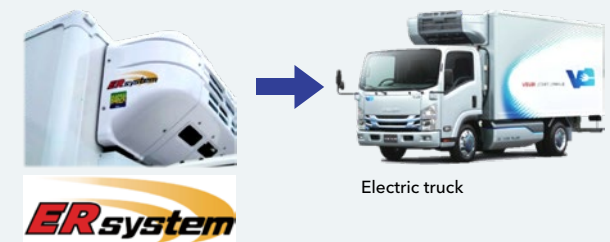


Drying mode to speed up delivery temperature changes



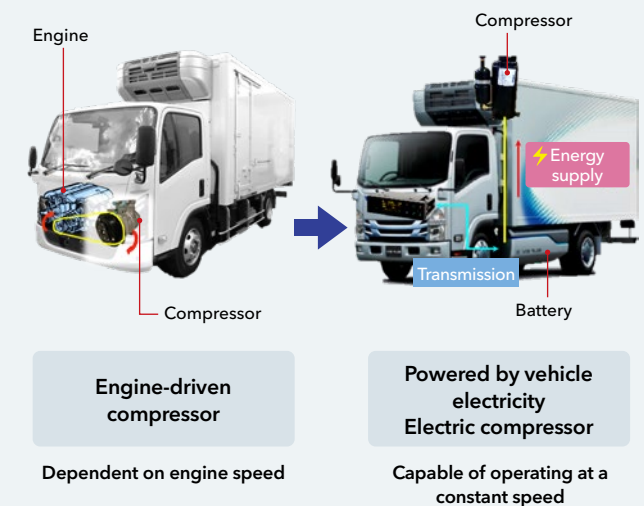
ER-system

Electric refrigeration equipment for electric trucks



Stable cooling performance and highly efficient power control

Compressor utilization method



Air-Conditioning Equipment-Related Business

One reason customers choose Topre air-conditioning equipment is the uniqueness of our products, which draw on the press forming and thermal control technologies we have cultivated over the years. Our air-conditioning products are used in a wide range of spaces, from residential ventilation systems—with more than one million units shipped in total—to large intelligent buildings, large-scale commercial facilities, semiconductor plants, and hospital operating rooms.

Strengths

- High-performance fans created using Topre's unique press forming and welding technologies
- Expertise gained from being an industry leader in addressing sick building syndrome
- Comfortable air-conditioning environments created via ventilation systems developed with unique technologies

Market Trends

- Rising demand for more energy-efficient products in pursuit of carbon neutrality by 2050
- Following the 2025 revisions to the Building Energy Conservation Act, demand for whole-house air-conditioning is projected to rise to meet requirements for improved building performance (airtightness/insulation) and reduced energy loss within the home

R&D

In the air-conditioning equipment division, we are conducting R&D on motors and inverters, technologies essential for improving the energy efficiency of fans, ventilators, and heat pump products. Going forward, we will apply our R&D findings to improving our air-conditioning products for homes, buildings, and factories, thereby contributing to enhanced energy efficiency and a reduction in CO₂ emissions.

Air-Conditioning Equipment-Related Business Strategies in the 16th Medium-Term Management Plan

< Implementing the following three measures to establish a 10 billion yen business foundation >

(1) New product introduction

- Establishment of Topre original whole-house air conditioning
- Establishment of an outer rotor type ventilation fan

(2) Pursuit of profit

- 3% increase in operating profit margin (1% increase each year)

(3) Factory expansion/ New construction

- Assembly factory dedicated to heat pump products

Electronic Equipment-Related Business

As an independent corporation, we leverage flexible thinking and advanced technological capabilities in proprietary development, engaging consistently from the planning stage through design and development. With the concept of “the finest work tools befitting serious professionals,” we maintain a manufacturing mindset that never forgets the user's perspective and continue to actively evolve and challenge ourselves.

Strengths

- Developed a proprietary non-contact electrostatic capacitance technology
- The “REALFORCE” series has earned a reputation for exceptional typing feel and durability, establishing itself as a premium keyboard brand for consumers
- Manufacture of PIN pads used in industrial equipment control panels, banks, and convenience stores

Market Trends

- Rising demand for high-function keyboards that offer greater work efficiency and improved typing feel
- In e-sports (PC gaming), compact, high-performance products tailored to the gaming environment are popular

R&D

In the electronic equipment division, we are expanding our lineup of flagship “REALFORCE” brand products, which are highly regarded by customers. These include new models with added functions and updated designs, as well as environmentally conscious products featuring energy-saving designs.

In our OEM product line, we have harnessed security PIN pad technology to expand beyond ATMs into PIN input devices for ticketing and payment systems. At the same time, we are utilizing decades of cultivated technology expertise to create embedded touch panel monitors and keyboards configured to customer requirements.

We are advancing the development of new products that apply our proprietary capacitive technology while exploring new markets.

Electronic Equipment-Related Business Strategies in the 16th Medium-Term Management Plan

< Implementing the following three measures to establish a 10 billion yen business foundation >

(1) Development of new REALFORCE brand products

- Expansion of keyboard product variations
- Development and mass production of office environment products
- Development and mass production of new input devices

(2) Product development applying existing technology for OEM

- Development and mass production of oil-resistant keyboards for the machine tool industry

- Development and mass production of custom products for the medical/financial/industrial machinery industries

- Development and mass production of ATM input devices

(3) Production system planning and cooperative factory development in anticipation of volume increase

- Factory expansion/new construction consideration

A major house builder has selected several of our components—including a ventilation system with humidity control—for use in its strategic product, the “Desiccant Whole-House Air Conditioning System.”

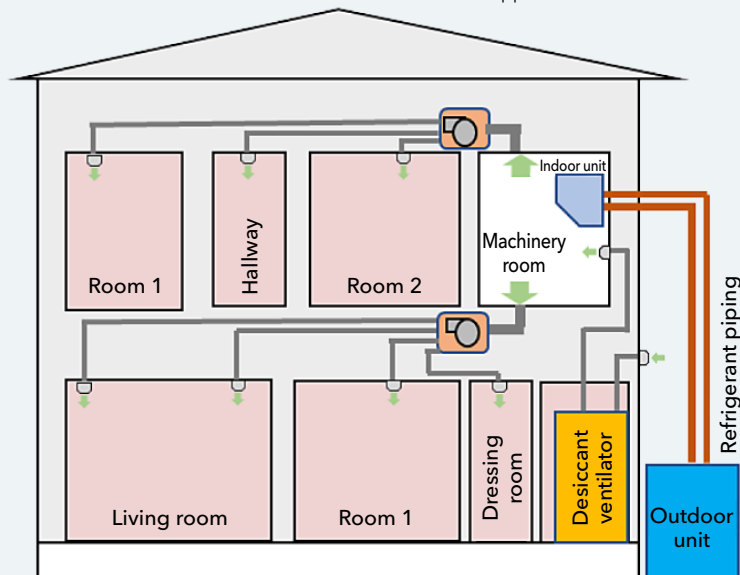
(Shipments scheduled to start in summer 2025)

Desiccant Whole-House Air Conditioning

Desiccant Whole-House Air Conditioning System

Key characteristics (abbreviated)

1. Enhanced comfort with humidity control functions
2. Whole-house heating and cooling with an air conditioning unit in just one room
3. Substantial system cost reduction via utilizing consumer appliances



Desiccant Air Conditioning System and equipment composition list



Ventilation system with humidity control (desiccant equipment room)



List of used components

Strengthening the REALFORCE series' lineup of products for general consumers

The REALFORCE brand is composed of three categories: the Master Series for home and office, the Gaming Series for gaming, and accessories.



R4 Keyboard



RC1 Keyboard



RT1 Ten Keyboard



R3S Keyboard



GX1 Keyboard



RM1 Mouse

OEM-related

- Developing and expanding sales of input devices for business and industrial machinery
- Expanding sales of PCI-certified PIN pads for bank ATMs



Business-use keyboards



Standard PCI-certified PIN pad

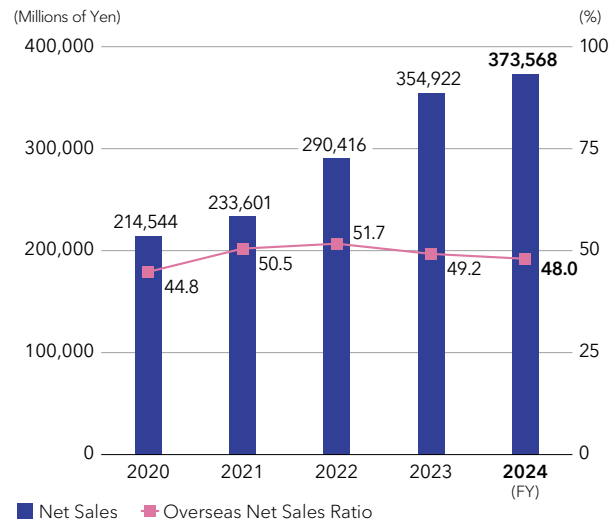
Exhibited at TOKYO GAME SHOW 2025

Topre hosted a booth at the TOKYO GAME SHOW 2025, which was held on September 25-28, 2025. For the first time, we exhibited special collaboration models of the REALFORCE GX1 Keyboard, one designed with Nekomugi Tororo, a VTuber, and the other featuring the Gundam series.

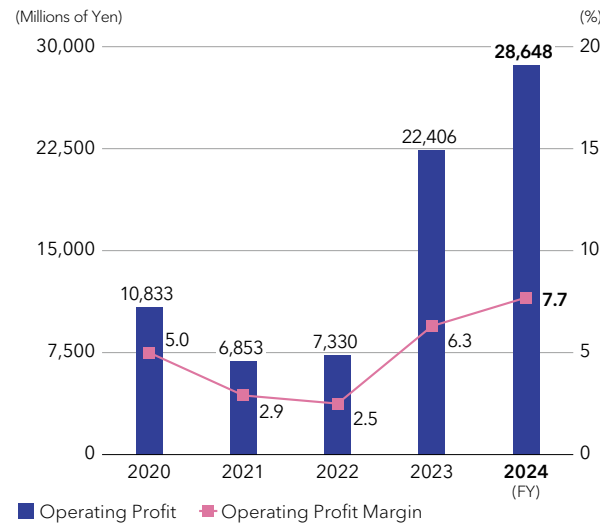


Financial Highlights

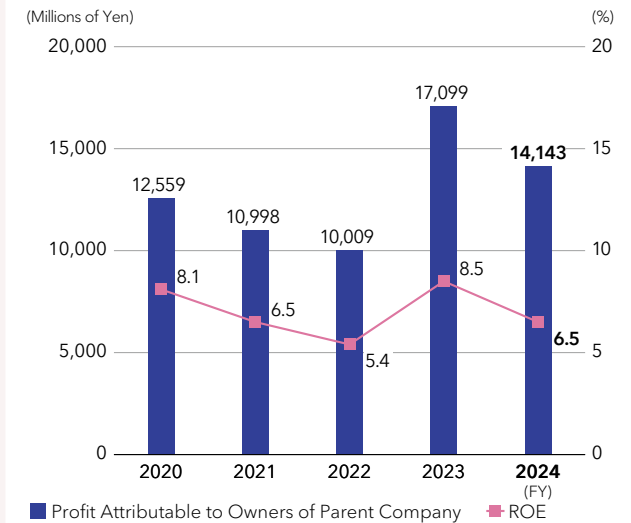
Net Sales/Overseas Net Sales Ratio



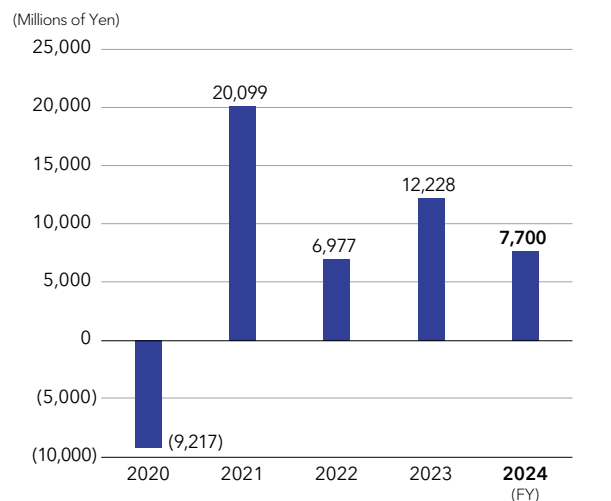
Operating Profit/Operating Profit Margin



Profit Attributable to Owners of Parent Company/ROE

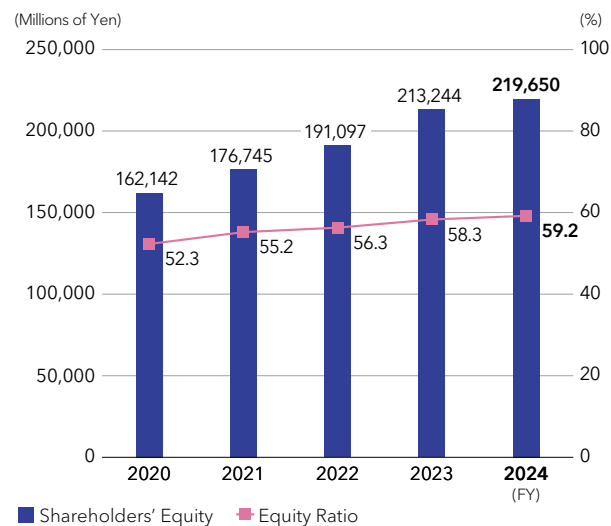


Free Cash Flow*

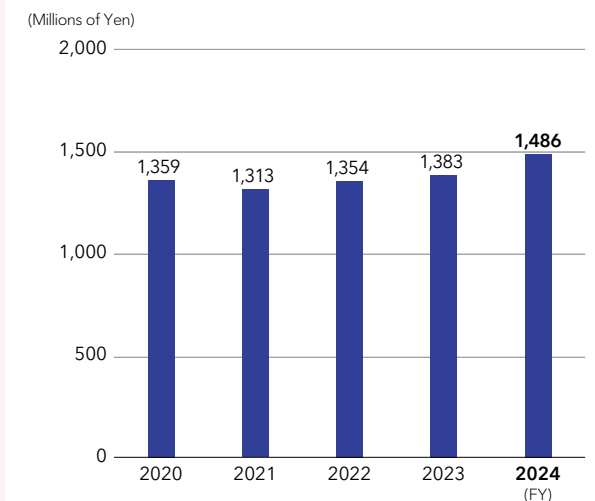


* Sum of cash flows from operating activities and cash flows from investing activities

Equity Capital/Equity Capital Ratio

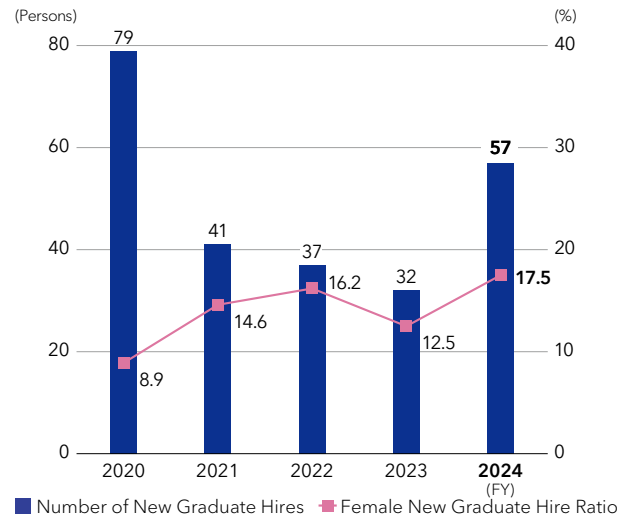


Research and Development Expenses

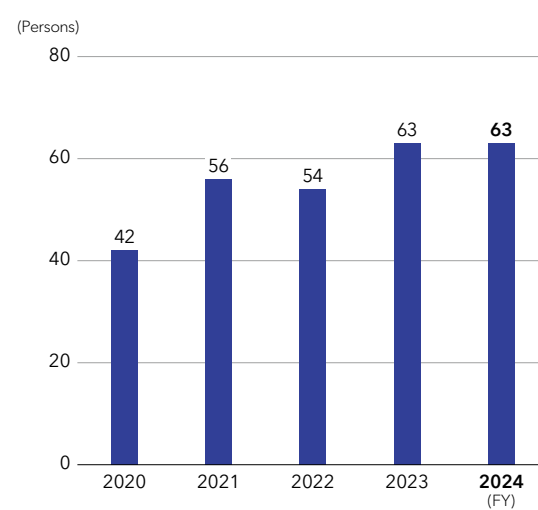


Non-financial Highlights

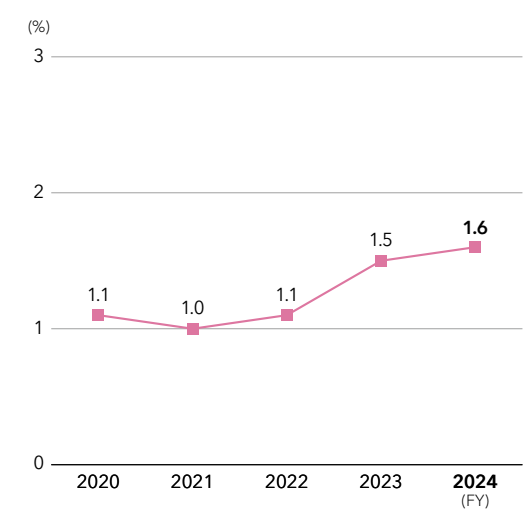
**Number of New Graduate Hires/
Female New Graduate Hire Ratio (Non-consolidated)**



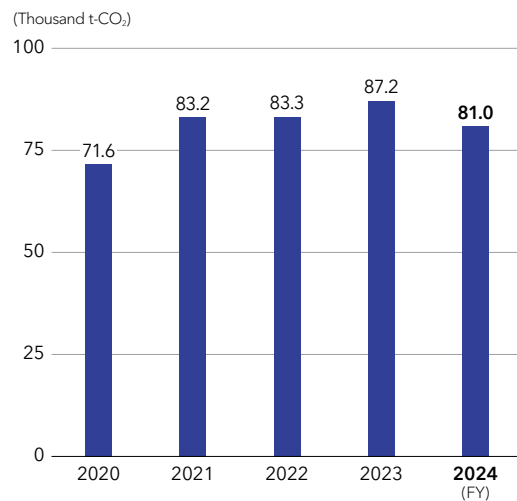
**Number of Managers Hired Mid-career
(Non-consolidated)**



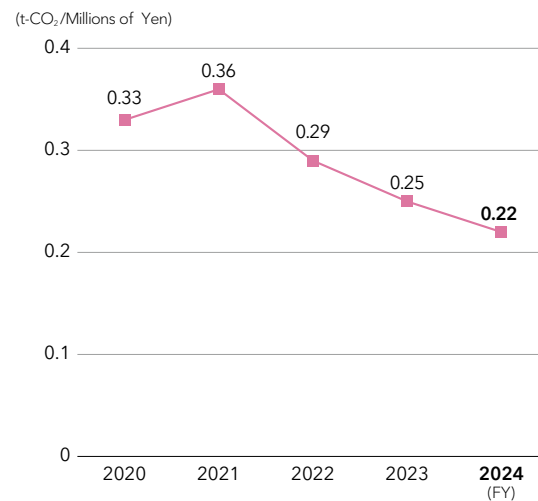
Female Manager Ratio (Non-consolidated)



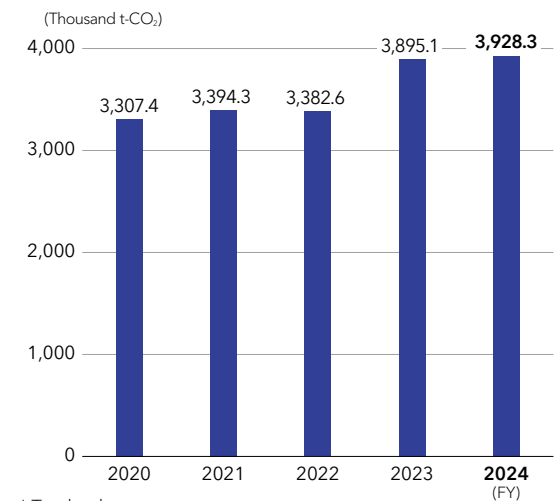
CO₂ Emissions [Scope 1, 2] (Global)



CO₂ Emissions per Unit of Sales [Scope 1, 2] (Global)



CO₂ Emissions [Scope 3] (Global)*



* Total only

Sustainability Management

[Please refer to the ESG Data Book for more detailed information.](#)

Way of Thinking / Promotion System

Basic CSR Policy

Basic way of thinking

Topre contributes to society by giving top priority to the provision of products and services that reduce environmental impacts.

- 1 As a company, we strive for fairness and transparency by complying thoroughly with ethical standards and laws and regulations.
- 2 We promote social contribution activities and initiatives for sustainability.
- 3 The company as a whole responds to environmental problems and proactively implements environmental conservation initiatives.
In particular, we emphasize efforts to combat climate change (CO₂ reductions).
- 4 We enhance and develop technologies to provide products and services useful to society through customer satisfaction.
- 5 We provide safe and healthy work environments for all employees.
- 6 We promote CSR activities cooperatively through communication with stakeholders.

Established June 28, 2022

Contributions to the SDGs

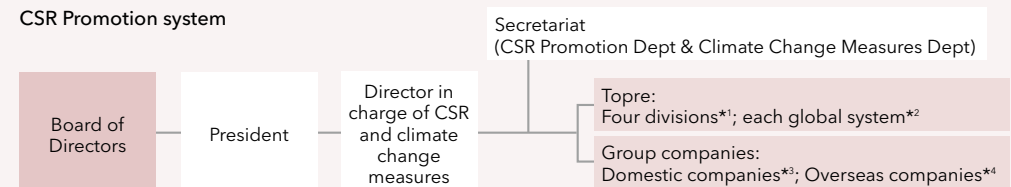
The Sustainable Development Goals (SDGs), adopted by the United Nations in 2015, are global achievement goals for 2030 addressing social issues such as poverty, employment and the environment. The Group will engage with various issues the world is facing and contribute to the realization of a sustainable society, namely the achievement of the SDGs, through its business activities.



The CSR Promotion System and Climate Change Measures System

The Topre Group has established a system in which the promotion of CSR and climate change measures are overseen by the Board of Directors. The Board of Directors is composed of all Directors, including External Directors, with the President assuming the role of chair. The secretariat reports to the Board of Directors under the direction of the Director in charge of CSR and climate change measures. The results of and plans for sustainability initiatives are reported at Topre Group CSR Meetings held regularly twice a year, and the results of Topre Group CSR Meetings are reported to the Board of Directors. In addition, the Board of Directors conducts reviews through the Director in charge of CSR and climate change measures when important issues related to sustainability initiatives occur.

CSR Promotion system



*1: Auto Parts Equipment, Cold Storage Equipment, Air Conditioning Equipment, Electronic Equipment

*2: Topre global systems: Internal Control Committee; Administrative Headquarters; Purchasing Headquarters; Quality Headquarters; ISO 14001 (Environment) Secretariat; Safety and Health Committee

*3: Domestic companies: Toho Transportation, Toprec, Topre Kyushu, Topre Tokai, Mitsuike

*4: Overseas companies: USA, China (4 companies), Thailand, Mexico, India

External Sustainability Assessment


In July 2025, Topre was selected as a constituent of the "FTSE Blossom Japan Index" and the "FTSE Blossom Japan Sector Relative Index," ESG investment indices created by FTSE Russell, for the first time.

We believe our inclusion in these indices indicates a high level of recognition for the fact that we position measures to address climate change and environmental conservation initiatives as important management issues for the achievement of a sustainable society in addition to maintaining a sincere attitude to upholding our social responsibility to respect human rights, accept diversity, and create safe and comfortable workplaces. Going forward, Topre will continue contributing to society through outstanding technologies and sincere corporate activities.



FTSE Russell (a registered trademark of FTSE International Limited and Frank Russell Company) certify that, based on the results of a third-party survey, Topre satisfied the conditions for inclusion in the FTSE Blossom Japan Index and became a constituent of this index. The FTSE Blossom Japan Index was created by FTSE Russell, a global index provider, and was designed to measure the performance of Japanese companies with outstanding initiatives related to the environment, society, and governance (ESG). The FTSE Blossom Japan Index is widely used for the creation and assessment of sustainable investment funds and other financial products.

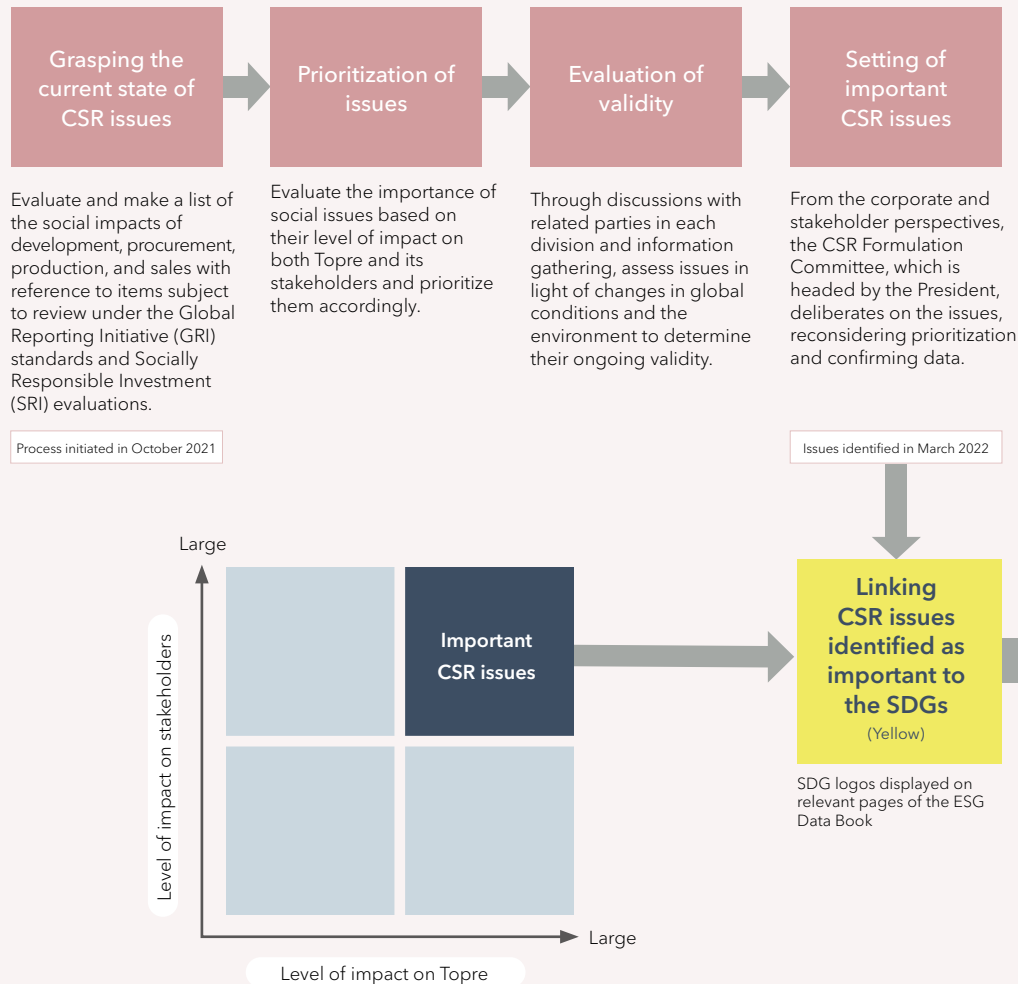
FTSE Russell (a registered trademark of FTSE International Limited and Frank Russell Company) certify that, based on the results of a third-party survey, Topre satisfied the conditions for inclusion in the FTSE Blossom Japan Sector Relative Index and became a constituent of this index. The FTSE Blossom Japan Sector Relative Index is widely used for the creation and assessment of sustainable investment funds and other financial products.

 Please refer to the ESG Data Book for more detailed information.

Materiality












» The Process of Identifying Important CSR Issues and Associating Them with the SDGs

In March 2022, the Topre Group identified the CSR materialities to work on in accordance with the following process and associated them with important SDGs.



CSR Materiality

* Among the CSR materialities, the "reduction of CO₂ emissions" is the most important issue

	Items	Main initiatives	Related SDGs (1 to 17)		
Environment	Reduction of CO ₂ emissions*	<ul style="list-style-type: none">Reduction of CO₂ emissions in production activities	 13		
	Establishment and operation of environmental management	<ul style="list-style-type: none">Acquisition of ISO 14001 certification: All domestic and overseas basesIntegrated acquisition of ISO 14001 certification: Domestic bases	—		
	Thorough implementation of chemical substance management	<ul style="list-style-type: none">Establishment and operation of internal management rules	 12.4		
	Development of environmentally considerate products and technologies	<ul style="list-style-type: none">Proposal of technologies that connect to environmental conservation	 9.4	 12.2	 13
	Cooperation with suppliers	<ul style="list-style-type: none">Promotion of green procurement	 12.4		
Society	Respect for human rights	<ul style="list-style-type: none">Education on human rights and diversityImplementation of human rights due diligence	 5	 10.2	 16
	Establishment and operation of quality management	<ul style="list-style-type: none">Acquisition of IATF 16949 certification: Automotive relatedAcquisition of ISO 9001 certification: Product-related	—		
	Cooperation with suppliers	<ul style="list-style-type: none">Promotion of CSR procurement	 16.b		
Governance	Strengthening of corporate governance	<ul style="list-style-type: none">Building of Group governance	—		
	IR activities for investors	<ul style="list-style-type: none">Publication of integrated reportsPublication of ESG DatabookEnhancement of disclosed information	—		
	Strengthening of information security	<ul style="list-style-type: none">Establishment of an information management system across the Group	—		
	Strengthening of risk management	<ul style="list-style-type: none">Review of BCP	 11.b		

Environment

[Please refer to the ESG Data Book for more detailed information.](#)

Environmental Management

▶ The Topre Group's Environmental Policy

In preventing environmental pollution caused in relation to our business activities, products and services, and implementing continuous improvements to our environmental preservation activities for the reduction of waste and pollutants, we share and implement the following policy throughout the Topre Group. In addition, we are working on environmental activities with all-employee participation through the enhancement of awareness of all employees involved in ordering, design, development, production and delivery.

The Topre Group's Environmental Policy

Basic way of thinking

We promote our business activities while recognizing that conservation of the global environment is the most important issue for all humankind.

We aim to be an environmentally friendly company, promote the 3Rs of reduce, reuse, and recycle, and work to save resources and eliminate waste, while also working positively on the reduction of greenhouse gas emissions and prevention of environmental pollution.

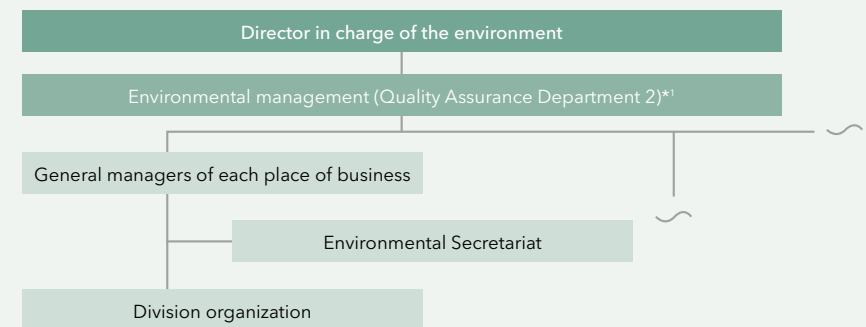
- 1 We have established an environmental management system and each and every employee carries out environmental activities.
- 2 We promote the development and purchasing of environmentally-friendly technologies and products aimed at the reduction of environmental impacts.
- 3 We work to reduce greenhouse gas emissions by suppressing energy use and improving efficiency.
- 4 In order to create a circular economy, we promote the efficient use and reuse of resources, and work to save resources and eliminate waste.
- 5 We comply with laws, regulations and other requirements and manage chemical substances appropriately, while also working to prevent environmental pollution.
- 6 We work to prevent environmental pollution and protect the environment by managing and reducing the use and discharge of hazardous chemical substances.
- 7 We work to conserve biodiversity through local contribution activities.

Revised on January 16, 2025

▶ Environmental Management System

To ensure the effective management of our environmental activities, we have acquired ISO 14001 certification at each production site and established an environmental management system.

The Topre Group's environmental management system



*1: Climate Change Measures Department is in charge of measures to reduce CO₂ emissions.

▶ Environmental Management System

Each place of business is continuing to implement environmental activities based on the environmental management system. As of the end of March 2025, the acquisition rate has reached 93%.

We are planning to acquire ISO 14001 certification in succession at bases that have not yet done so by FY2026.

In addition, we will promote the sequential integration of environmental management systems that have acquired certification at each base in Japan.

State of acquisition of ISO 14001 certification at domestic and overseas production bases

Japan	Sagamihara Plant	Hiroshima Plant	Tochigi Plant	Gifu Plant	Topre Kyushu	Mitsuike	Topre Tokai*2	
Overseas	Topre America	Topre Mexico	Topre (Foshan)	Topre (Xiangyang)	Topre (Wuhan)	Guangzhou Mitsuike	Topre Thailand	Topre India

*2 Scheduled for acquisition in FY2025

In addition, the acquisition of non-production facilities in Japan is scheduled as follows.

- Topre Head Office: Scheduled for acquisition in FY2025
- Toho Transportation/Toprec: Scheduled for acquisition in FY2026

Responses to Climate Change

Carbon Neutrality

The Topre Group established a Climate Change Measures Department in December 2021 to grasp the current state of CO₂ emissions throughout the Group and to manage action plans aimed at the reduction of CO₂ emissions. Aiming for carbon neutrality by 2050, we have built a climate change measures system overseen by top management and are advancing related initiatives.

Responding to climate change, a global-scale issue, is now a necessity. As an initiative towards achieving carbon neutrality, the Topre Group monitors CO₂ emissions in its production activities and has set long-term reduction targets. The Topre Group as a whole, both in Japan and overseas, will proceed step-by-step to achieve “a 46% reduction in CO₂ emissions by FY2030” and “carbon neutrality by FY2050,” focusing on improvements in energy saving, the installation of solar panels, purchase of renewable electricity, and trade in of CO₂ emissions credits.

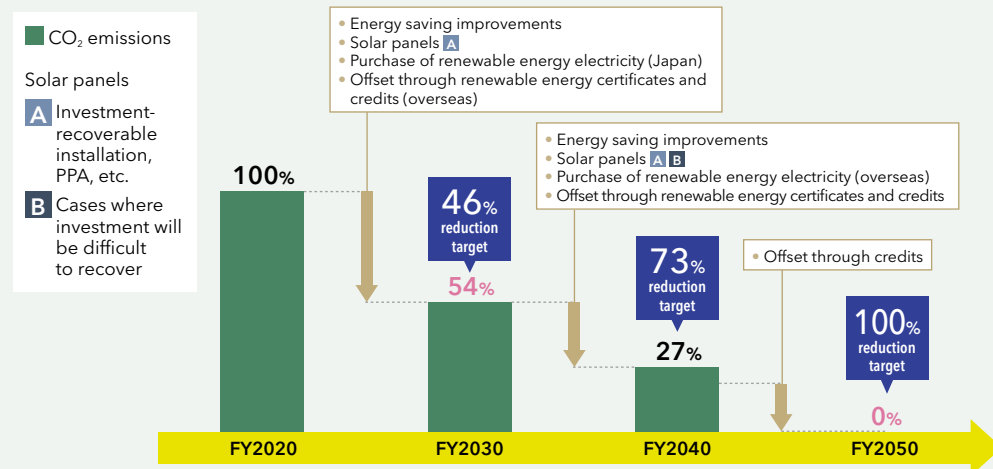
In July 2025, the reduction target for CO₂ emissions by FY2030 was changed from 30% to 46%.

CO₂ Emissions Reduction Targets

FY2020 was used as the base year when setting target values.

CO₂ emissions in production activities

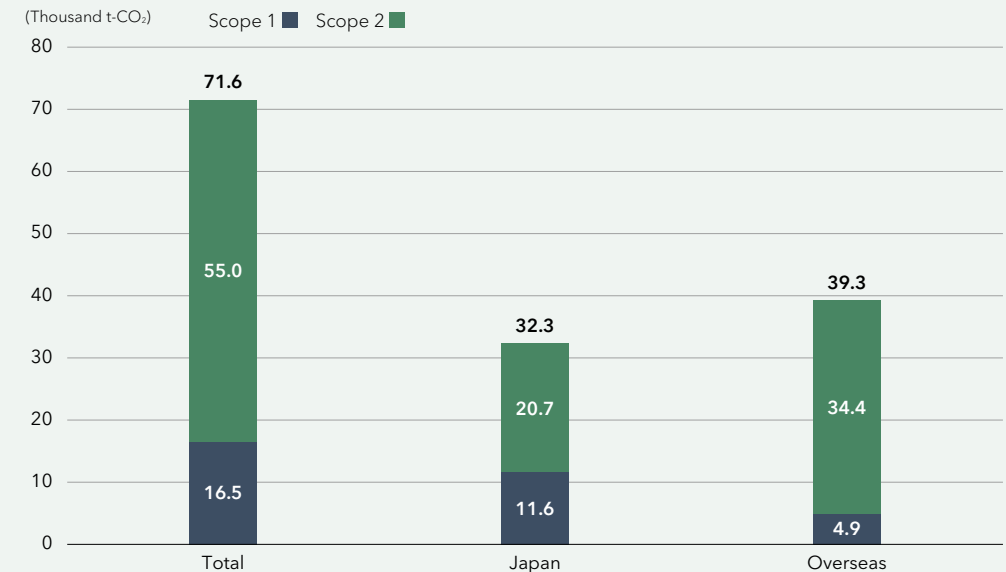
[FY2030: 46% reduction in emissions FY2050: Carbon neutrality]



The Topre Group's CO₂ emissions in the base fiscal year

The Topre Group's CO₂ emissions from fuel and electricity use were about 71,600 tons in the base year, FY2020. To reflect the addition of Guangzhou Mitsuike to the Group, we have retroactively revised the FY2020 base year emissions.

CO₂ emissions in FY2020 (base year) (thousand t-CO₂)



Subject Topre Group companies

Japan: Topre, Toho Transportation, Toprec, Topre Kyushu, Topre Tokai, Mitsuike

Overseas: USA, China (4 companies), Mexico, Thailand, India

Response to TCFD Recommendations

The Topre Group recognizes that climate change problems are an important environment-related corporate sustainability issue. The Topre Group set a CO₂ emissions reductions target in March 2022 and is advancing initiatives systematically towards its achievement.

In addition, the Topre Group has expressed its support for TCFD as an indication of its proactive response to climate change.

We will analyze scenarios of the risks and opportunities presented by climate change and promote the disclosure of climate-related information in line with the TCFD framework. Having done so for the Topre Group's main business, the Press-Related Products Business, from FY2024, we have been identifying risks and opportunities in another major business, the Temperature Controlled Logistics-Related Business.



Note: CSR promotion system (p. 25)

› Governance

The Topre Group has established the promotion of CSR and climate change measures under the same system with the Board of Directors at the top. The Board of Directors is composed of all Directors, including External Directors, with the President assuming the role of chair. The secretariat reports to the Board of Directors under the direction of the Director in charge of CSR and climate change measures. The company's system for climate change measures and CSR are integrated, and the results of and plans for sustainability initiatives are reported at Topre Group CSR Meetings held regularly twice a year, and the results of Topre Group CSR Meetings are reported to the Board of Directors. In addition, the Board of Directors conducts reviews through the Director in charge of CSR and climate change measures when important issues related to sustainability initiatives occur.

› Strategy

The Topre Group analyzed two scenarios in regard to the impact of climate change on Topre's Press-Related Products Business and Temperature Controlled Logistics-Related Business, one with a global average temperature rise of four degrees Celsius and one with a global average temperature rise of 1.5 degrees Celsius. We then identified the "transition" and "physical" risks and opportunities in consideration of the size of their impacts.

As the Press-Related Products Business and the Temperature Controlled Logistics-Related Business have different business structures, they are disclosed in separate tables.

› Assumed Scenarios

Assumed Scenarios	
1.5°C	<ul style="list-style-type: none"> • A scenario based on limiting the temperature rise to 1.5°C • Sufficient use of CO₂-free energy • Assumes a state in which the above process is circular
4°C	<ul style="list-style-type: none"> • A scenario in which decarbonization policies are not strengthened, average temperatures continue to rise, and natural disasters become more frequent and severe • Assumes a state in which the use of CO₂-free energy is not sufficiently implemented

› Risk Management

The Topre Group carries out a detailed analysis of corporate risks, including sustainability-related risks within each division. Each division re-evaluates risks once a year and reports the results to the Risk Management Subcommittee. Of these, risks judged to be highly important are compiled into a list and managed by the Risk Management Subcommittee.

In addition, CO₂ emission reduction initiatives within the Topre Group are driven by the Climate Change Measures Department. For the Automotive Equipment Business, the Group's largest segment, a dedicated department has also been set up within the division to lead carbon neutrality initiatives.

› Indicators and Targets

Full-scale rollouts of energy-saving measures and solar panel installations began in FY2022 in Japan and in FY2023 overseas. Since FY2023, the CO₂ reduction effects of solar power generation have been expanding.

Furthermore, by switching to renewable energy-derived electricity and purchasing non-fossil certificates with tracking, certain sites reached carbon neutrality in FY2024, ahead of schedule.

Environment

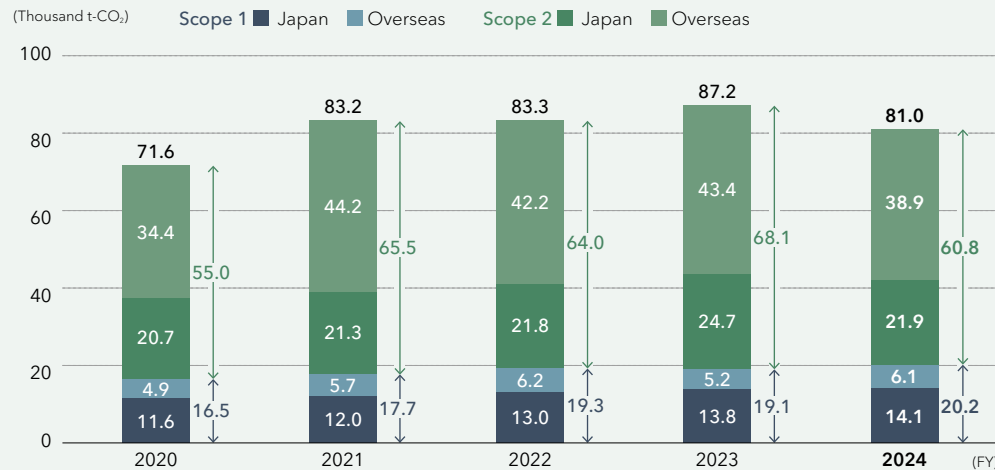
[Please refer to the ESG Data Book for more detailed information.](#)

Carbon Neutrality Initiatives

Greenhouse Gas Emissions

Greenhouse gas emissions [Scopes 1 + 2] (global)

Global greenhouse gas emissions had been rising in line with increased production since the base year, FY2020. However, in FY2024 they began trending downward for the first time, thanks partly to contributions from the installation of solar panels and adoption of energy-saving activities.



Note: From FY2023, we have calculated greenhouse gas emissions other than CO₂ from energy and recorded them in Scope 1.

Actual Status of Carbon Neutral Plants

Initiatives at the Saitama Plant

In FY2024, we achieved carbon neutrality at our Saitama Plant through offsetting by purchasing J-Credits for Scope 1 and switching to power generated from renewable energy for purchased electric power for Scope 2.

Initiatives at Gifu Plant

In FY2024, we achieved carbon neutrality at our Gifu Plant, offsetting Scope 1 emissions by purchasing J-Credits and eliminating Scope 2 emissions by purchasing renewable energy generated by local biomass power plants, thereby also contributing to the local community through the "local production and local consumption of electric power."

State of Installation of Solar Panels

Topre is promoting the installation of solar panels with an eye to ensuring economic rationality as one of its initiatives to achieve carbon neutrality, and the company is now steadily expanding installations to additional sites.

Results Prior to FY2024

Sites		Planned reduction amount (t-CO ₂ per year)
Topre (non-consolidated)	Sagamihara Plant, Saitama Plant	528
	Hiroshima Plant	35
	Tochigi Plant	476
	Gifu Plant	166
	Total	1,205
Affiliated Companies	Topre Kyushu	930.5
	Topre Tokai	683.3
	Topre Autoparts Mexico, S.A. de C.V.	463.6
	TOPRE (FOSHAN) AUTOPARTS CORPORATION	1,537
	TOPRE (XIANGYANG) AUTOPARTS CORPORATION	1,889
	TOPRE (WUHAN) AUTOPARTS CORPORATION	746
	TOPRE (THAILAND) CO., LTD.	544
	Total	6,793



Sagamihara Plant



Saitama Plant



Tochigi Plant



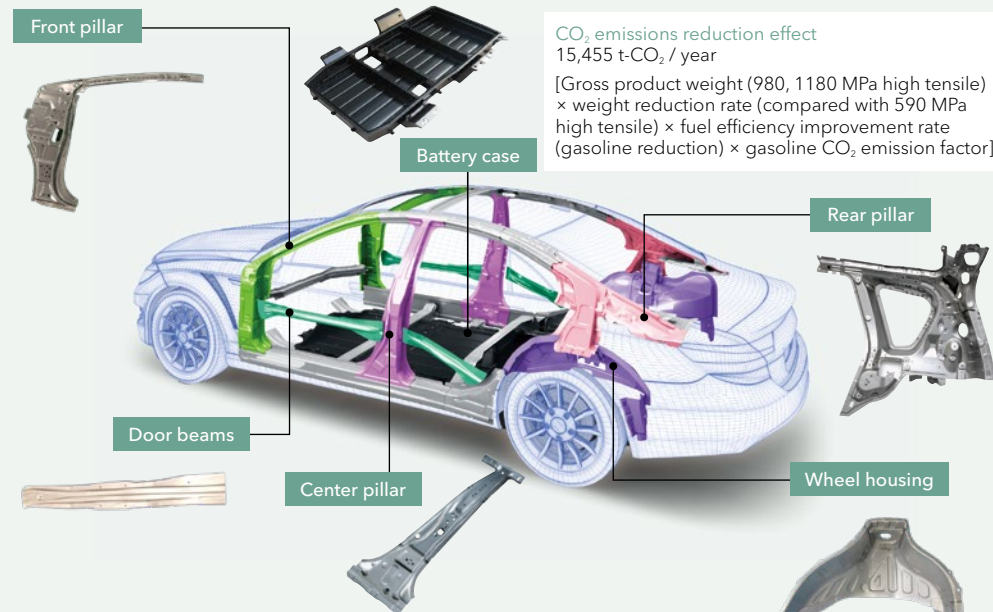
Gifu Plant

Environmentally Considerate Products

Press-Related Products

One of the Topre Group's major strengths is its high-tensile steel plate processing technology.

To support the reduction of CO₂ emissions while ensuring automobile safety, we are working to make parts lighter and stronger as well as providing technologies for the global environment and the evolving automotive industry.



Air-Conditioning Equipment-Related Products [DesiTop desiccant humidity control ventilator for buildings]

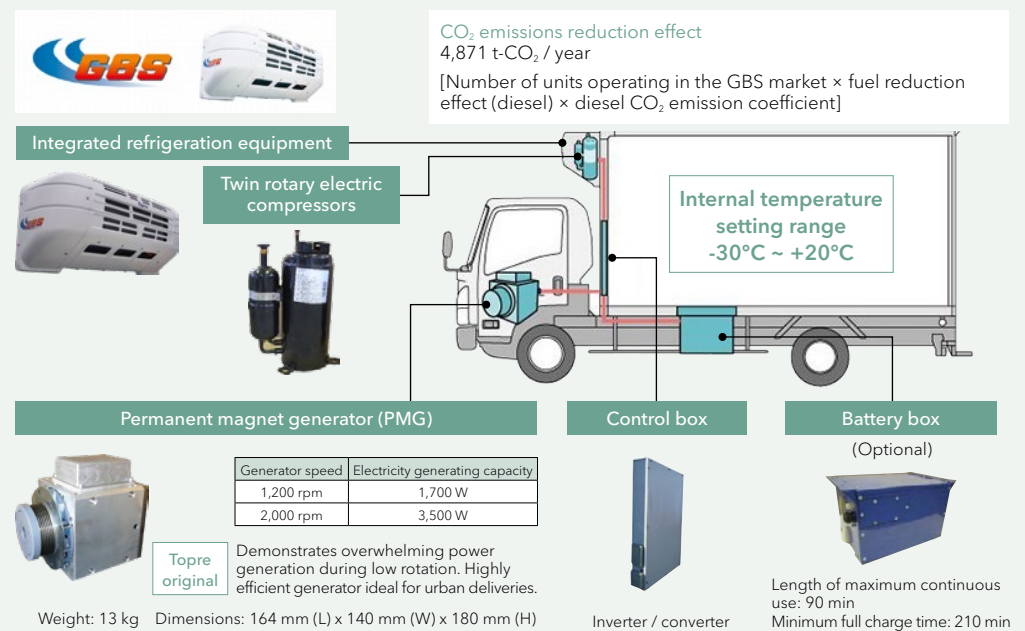
The Topre Group has leveraged its accumulated technologies in heating and cooling, ventilation, and air blowing to develop and commercialize the energy-efficient DesiTop, a humidity control ventilator. In addition to using approximately 30% less energy than conventional air conditioning systems, DesiTop stabilizes humidity levels to provide a comfortable indoor environment.



CO₂ emissions reduction effect
(per system) 1.7 t-CO₂ / year
[Power saving (compared with conventional air conditioning system) × power CO₂ emission factor]

Temperature Controlled Logistics-Related Products [GBS]

GBS, one of the major products of our Temperature Controlled Logistics-Related Business, is a refrigeration system equipped with a generator. The generator eliminates the need for refrigerated trucks to keep their engines idling, which previously was not possible, thereby contributing to the reduction of CO₂ emissions by eliminating idling during cargo handling.



Electronic Equipment-Related Products Non-contact electrostatic capacitive keyboards


Topre keyboards are ergonomically designed to provide quiet typing and an excellent typing feel. They are also built for durability and comfort, even during extended use.

By enabling long-term use, we reduce waste and contribute to lowering plastic trash and CO₂ emissions.



CO₂ emissions reduction effect
433 t-CO₂ / year
[High durability (comparison with general keyboards) × Number of units produced × CO₂ emission coefficient of plastic waste]

Social

 Please refer to the ESG Data Book for more detailed information.

Human Capital Management

▶ Human Capital Management Initiatives

Basic policy on human capital management

The Topre Group's human resource policy is to "cultivate human resources who are independent in everything, always have a bird's-eye view of the situation, and work logically." As economic activities become more globalized, the birthrate in Japan declines, and the population ages, we are aiming to become "a Group that grasps the situation objectively and acts logically towards the achievement of goals."

In addition, we raised "We strive to develop human resources and create an environment that is easy to work in, and expand opportunities for people with awareness of diversity to play active roles. We will continue to be a company that is responsible to the employees who will lead the next generation" as one of our basic policies in the 16th Medium-Term Management Plan, which started in fiscal year 2024.

▶ Key Themes / Ideal Situation

1 Respect for human rights

- Understanding and penetration through the continuous implementation of education on human rights and diversity
- Reduction of governance risk by implementing human rights due diligence

2 Activities of diverse human resources

- Creation of accepting and diverse workplaces
- Creation of an organization that allows flexible work styles
- Training and guidance tailored to the individuality of each employee

Basic policy on respect for human rights (ESG Data Book p. 40)

▶ The Creation of Rewarding Workplaces

Employee engagement surveys

Since FY2023, Topre has conducted "engagement surveys" to understand the current situation and identify issues for future development. In FY2024, the second survey included employees in direct roles such as manufacturing and assembly lines, allowing us to more accurately assess conditions across the entire company and its divisions.

Based on the results, we are considering new initiatives to address the following three company-wide issues that should be prioritized for resolution.

- 1 Further enhancement of leadership and management capabilities among management roles
- 2 Reduction in work hours per person
- 3 Enhancement of transparency in personnel evaluations, as well as the creation of systems that will contribute to effective development

Furthermore, based on engagement results for each division, we have created opportunities for dialogue between the Human Resources Division and the relevant departments. At the same time, we plan to conduct root-cause analysis at the workplace level and consider measures for improvement.

We will continue to regularly monitor the state of engagement within the Topre Group, accurately identifying issues, changes, and strengths, and use this to implement measures aimed at further development and the assessment of their effectiveness.

Promotion of Diversity and Improvement of the Working Environment

► Promotion of Diversity

We aim to create an environment in which each and every employee, regardless of race, creed, gender, nationality, age, LGBTQ+ status, religion or disability, can work actively, demonstrating their abilities to the maximum.

Introduction of referral and alumni recruitment

In light of the declining labor force and increasing workforce mobility, we introduced a “referral and alumni recruitment” program in April 2024 as a measure to stably secure human resources. In the same fiscal year, we hired more than 20 people through this program.

Rehiring of seniors

The Topre Group has introduced a continuous employment system in accordance with the Act on Stabilization of Employment of Elderly Persons, enabling senior employees to continue working according to their preferences and suitability. We are also making improvements to wages and work systems in anticipation of a future increase in the retirement age.

Hiring of foreign employees

The Topre Group conducts fair screenings of all applicants, including foreign nationals, with hiring decisions based on skills and experience. We also support various procedures, such as obtaining work visas and securing housing, while promoting workplace dynamism through diversity by accepting foreign technical trainees.

Promotion of female participation

As a manufacturing company, the Topre Group has a low ratio of women in skilled and technical positions, with only a small number of applicants in the past. To improve this situation, we are actively hiring women through both new graduate and mid-career recruitment.

► Work-life Balance

Support for flexible work styles

The Topre Group promotes flexible work styles, such as flex-time and working from home, as well as the use of annual paid and special leave, to create an environment in which employees can work in good health and stay highly motivated. In FY2024, we launched welfare services for employees and their families, and from FY2025 we will introduce a defined contribution pension plan, further enhancing our systems and services.

Work-life balance support systems

At the Topre Group, both the childcare leave utilization rate and return-to-work rate for female employees are 100%, while the utilization rate for male employees was 47.4% in FY2024. In line with the Act on Advancement of Measures to Support Raising Next-Generation Children, we are building an environment in which all employees can fully demonstrate their abilities while balancing work and childcare. We also support those seeking a work-caregiving balance through initiatives such as family-care leave and short working hour arrangements.

General Employer Action Plan based on Act on Promotion of Women's Participation and Advancement in the Workplace

(April 1, 2021 to March 31, 2027)

Goal: Ensure the proportion of female managers is at least 3% by March 31, 2027

Status: Proportion of female managers: 1.5% (as of March 31, 2024)

Human Resource Development

Human Resource Development Policy

“Increasing competitive human resources”

– Supporting people who take on challenges and rewarding people who achieve results –

To realize continuous business growth and success, being an organization that can continue to provide value to customers is essential. We think it is important to shape employees towards new leaps forward by allowing them to evolve field, technological and product capabilities based on free and flexible ideas.

We will continue to pursue this kind of dynamic organization where we advance towards our goals while everybody enjoys and is excited about change.

Revised June 28, 2022

Development of Global Human Resources

The Topre Group implements overseas training mainly for young employees. Through hands-on experience and learning in a global business environment, participants develop a broad perspective, creative thinking, an international outlook, and leadership skills. Such training is aimed at systematically developing the human resources who will become the core of the Topre Group in the years ahead.

Training to Help Employees Develop Skills

To ensure the reliable transfer of manufacturing knowledge and skills, we conduct training programs that include education on the “Topre way of manufacturing,” “next-level education for section managers, plant managers and leaders by rank,” and “education on practical improvement methods” aimed at improving productivity. These efforts support the ongoing development of employees as they build and strengthen their skills.

Next-Generation Talent Development Program

The next-generation talent development program is a training initiative designed to systematically foster future core personnel over the long term. It offers courses covering Topre’s unique approaches and methods in such areas as press technology, welding technology, design and development, and materials and cost management. The program is open to all employees across the organization who wish to participate.

Courses are taught by employees from the relevant specialized departments, providing growth opportunities not only for those who learn but also for those who teach. Established and launched in FY2022, the program began with identifying educational needs and revising courses accordingly in FY2023, and, by FY2024, a new operating structure was in place. At present, we are considering initiatives to further expand the number of participants. Going forward, we plan to further enhance the program so that it can serve as both a place for acquiring knowledge and also as a platform for cross-organizational exchange.



A scene from training



Site visit (press plant)



Site visit (welding plant)



Participant Feedback

- It was a truly valuable lecture that gave me a renewed understanding of Topre’s history. The story of how a company unaffiliated with any corporate group carved out a market and earned trust on strength of its technological capabilities and outstanding people was like watching a movie, and left me thinking, “This company is fascinating!” (FY2022: Advanced Course – Keynote Lecture, Male, 40s)
- What struck me throughout the lecture was that it was not just about surface-level skills or techniques. Rather, it conveyed the company’s strong determination to “make things better, to keep improving,” and how that passion led to its growth and breakthroughs in tackling challenges. (FY2023: History of the Sheet Metal Parts Business at Topre and New Initiatives at Topre Kyushu – Part 1, Male, 30s)
- Visiting the actual site and observing the manufacturing process from coil to finished product as well as watching videos of the production steps made everything very easy to understand. As a product designer, I want to design even better products by applying knowledge gained through this experience, for example, when considering yield rates and ways to reduce the number of required processes. (FY2024: Topre Way of Manufacturing and Site Visit, Male, 20s)
- The second part of the Exhibition Utilization Seminar was very valuable. The discussions taught me a great deal about the initiatives and viewpoints of senior staff and colleagues from other divisions. From now on, I plan to attend these exhibitions with specific goals and challenges I want to address in mind, actively applying the knowledge I acquire to my work. (FY2025: Second part of the Exhibition Utilization Seminar, Female, 20s)

Quality Management and Supply Chain Management

Quality Policy

At the Topre Group, we are conscious of our quality assurance philosophy at all bases and in all processes, and in order to unify and improve the Topre brand, we have formulated the Group Quality Policy to be worked on and have rolled it out across the company.

In addition, every year, each plant and related division prepares a Quality Activity Plan based on the Medium-Term Management Plan, the Quality Policy, and the Quality Management Policy, and engages in quality activities.

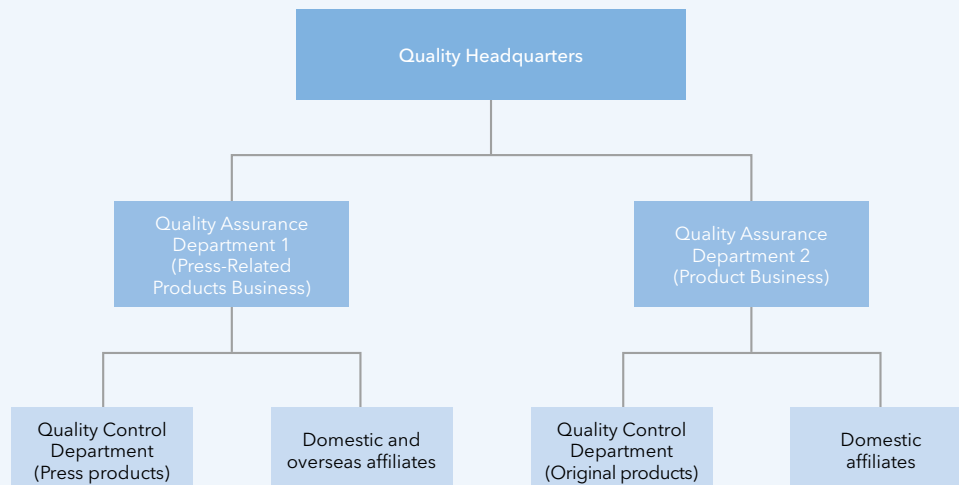
Quality Management System

Topre's plants, global subsidiaries and suppliers have standardized their quality assurance systems based on the standard requirements of ISO 9001 or IATF 16949,*1 customer requirements and legal requirements, and built quality management systems that they now operate and manage.

The Topre Group has built a global system with Quality Headquarters positioned at the top of the organization.

In addition, Quality Assurance Department 1 is responsible for maintaining and managing the quality system for Press-Related Products produced at the Topre Group and suppliers, and Quality Assurance Department 2 is responsible for maintaining and managing the quality system for company products related to Temperature-Controlled Logistics, Air-Conditioning Equipment, and Electronic Equipment.

Quality control system



Domestic and overseas production bases

State of acquisition of quality management systems [acquisition rate 93%]

Japan		Overseas	
IATF 16949*1	Sagamihara Plant	IATF 16949*1	Topre Mexico
ISO 9001	Hiroshima Plant		Topre (Foshan)
	Tochigi Plant		Topre (Xiangyang)
	Gifu Plant		Topre (Wuhan)
	Topre Kyushu		Topre Thailand
	Topre Tokai	IATF 16949/ISO 9001	Guangzhou Mitsuike
	Mitsuike	ISO 9001	Topre India
			Topre America*2

*1 IATF 16949: A QMS based on the international standard ISO 9001 with additional requirements specific to the automotive industry.

*2 Scheduled for acquisition in FY2025

Strengthening Supplier Partnerships

Our business partners are important for us to produce high-quality products, and we believe that building cooperative systems with them is vital.

The Topre Group holds a supplier conference once a year to explain the its current situation, strategies, purchasing policy and initiatives.

For the first time in several years, we invited around 120 suppliers to the supplier conference, which was held on May 30 in FY2024.

At this event, we requested that suppliers act in accordance with the Topre Group Supplier CSR Guidelines and the Topre Group Green Procurement Guidelines, and also requested their cooperation with supplier CSR surveys to check each supplier's CSR initiatives, as well as reductions in CO₂ emissions.

We will promote procurement that emphasizes CSR and the environment, strive to build relationships of trust with business partners throughout the Group, and aim to contribute to the realization of a sustainable society.

At the company's QC Circle Competitions, we share information on quality and manufacturing processes and consider issues. We also ask business partners to present examples of their quality improvements and work with them to raise awareness of quality.

Apart from that, Topre's Parts Acceptance Division visits suppliers regularly to conduct on-site audits of manufacturing processes, provide advice on improvements, and propose improvements to the work environment.



FY2024 supplier conference

Corporate Governance

[Please refer to the ESG Data Book for more detailed information.](#)

Basic Approach and Systems

Basic Approach

The Topre Group's mission is to contribute to society through the creation of products and services using its outstanding technologies. The Group will not only pursue excellence in its economic performance, but also carry out business activities as a group of international companies with the highest ethical standards and common sense, which will promote a Topre Group image that will be acknowledged and respected.

The employees of the Topre Group working around the world share this philosophy and strive to enhance the system of corporate governance aimed at contributing to society and the permanent prosperity of the company.

Basic Policy on Corporate Governance

- 1 We strive to ensure the rights and equality of shareholders.
- 2 We strive for appropriate cooperation with stakeholders other than shareholders.
- 3 We strive to ensure appropriate information disclosure and transparency.
- 4 We make transparent, fair, prompt and decisive decisions, fulfill our management responsibilities and responsibilities to make decisions on and supervise the execution of business as the duties and roles of the Board of Directors.
- 5 We strive for constructive dialogue with shareholders.

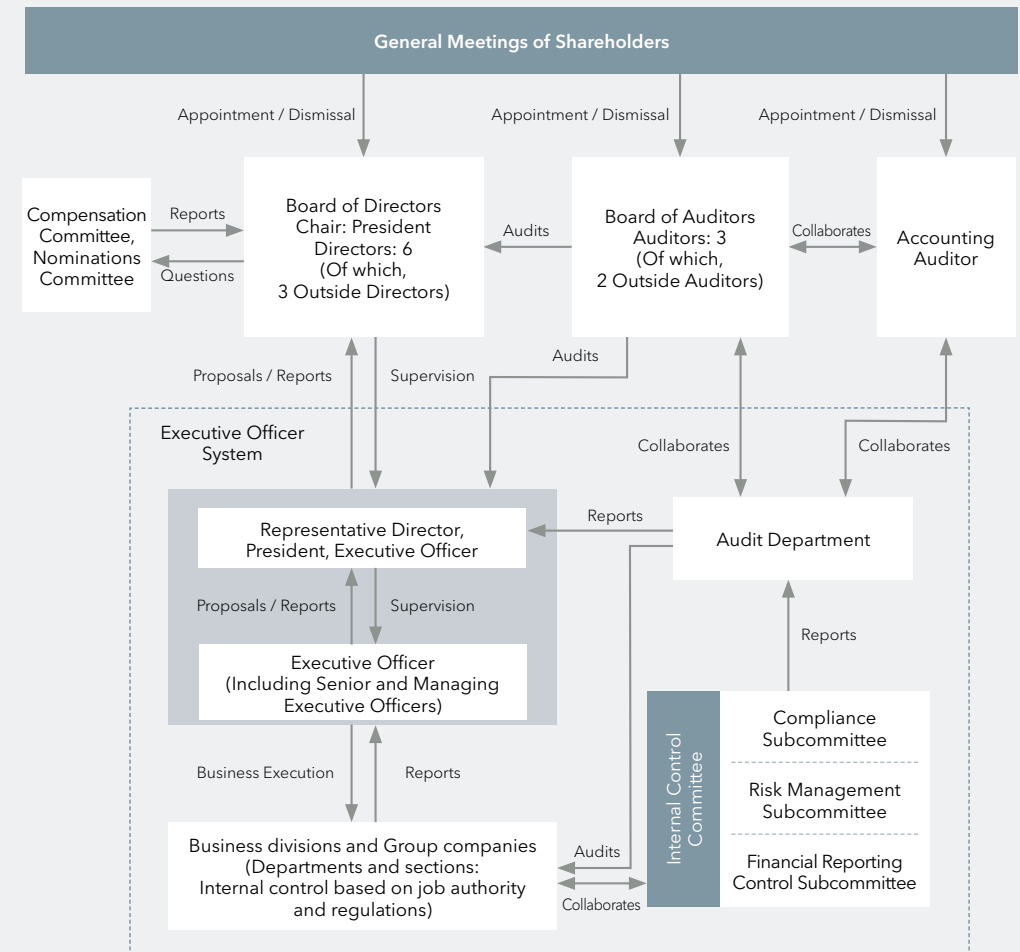
[Corporate governance report](#)

Evaluation of the Effectiveness of the Board of Directors

Topre implements annual questionnaires on the effectiveness of the Board of Directors to improve its functions and further enhance the corporate governance system. The results are compiled and analyzed, and an overview of the findings and directions for improvement are reported to the Directors.

Based on the results of the most recent questionnaire on the effectiveness of the Board of Directors, we have determined that the Board is functioning effectively overall.

Corporate Governance System



The Audit Department reports directly to the President and is responsible for conducting accounting and operational audits. In addition, responsibility for company-wide internal control has been delegated to the Internal Control Committee, which consists of a Compliance Subcommittee, a Risk Management Subcommittee, and a Financial Reporting Control Subcommittee. The Audit Department receives reports regularly from each of these subcommittees and evaluates whether internal control is being implemented appropriately.

Internal Control Activities

Internal Control Committee

The Companies Act clarifies management's obligation to establish an internal control system to prevent legal violations and losses. Based on the "Basic Philosophy," the Internal Control Committee, which includes representatives from each Group company, has established a "Code of Conduct" to ensure that all employees act in alignment with the Group's aims. To put the Code of Conduct into practice and promote efficient operations, we have also established regulations, manuals, and other materials.

Internal Control System

The internal control system ensures

- The effectiveness and efficiency of business
- The reliability of financial reporting
- Compliance with laws and regulations concerning business activities

The internal control system consists of processes incorporated into daily operations and executed by all employees to ensure the above. To promote efficient operations and ensure compliance with laws and regulations, we have established a "corporate culture that does not violate laws and regulations," "a system that does not violate laws and regulations," and "a system for preparing correct accounting documents," based on which we continuously work to evaluate and improve operations.

Topre established an Internal Control Committee and three subcommittees in order to develop and promote this internal control system.

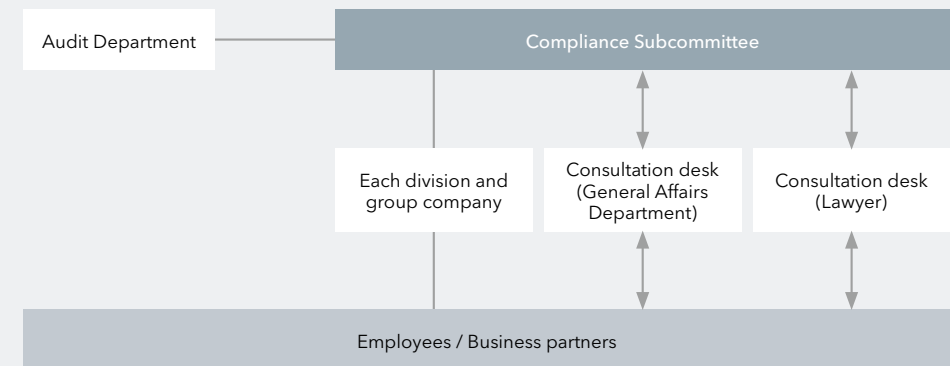
Internal control system



Compliance Subcommittee

To strengthen compliance management throughout the Topre Group, the Compliance Subcommittee holds meetings to further spread awareness of compliance among officers and employees.

Compliance system



Compliance education

The company implements compliance education and raises awareness through regularly held hierarchical education. We are working to improve awareness and knowledge of compliance by issuing "Topre Compliance Communication" documents to all employees. In addition, through "Topre Contract Communication," we provide employees with information on key points to keep in mind when concluding contracts.

Establishment of an internal reporting system

We have established an internal reporting system and consultation desks (both in-house and at law firms) for each Topre Group company. Rules for internal reporting are in place, and if a report is received about a violation of a law, regulation, or rule—for example, an incidence of bribery or bid rigging—an investigation is conducted and corrective action and measures to prevent recurrence are taken. The anonymity and safety of the reporter are ensured in accordance with the rules. In addition, we are making efforts to familiarize employees with the internal reporting system and to establish an environment that facilitates its use.

Directors and Members of the Board of Auditors

Directors



**Yutaka
Yamamoto**

Representative
Director,
President,
Executive Officer



**Katsuro
Harata**

Director,
Senior Executive
Officer



**Yoshinori
Tsuyuki**

Director,
Senior Executive
Officer

Outside Directors



**Tsuyoshi
Takada**

Reason for appointment and expected role

We appointed him as an outside director because he has expert knowledge as a lawyer and deep insight on corporate legal work. By expressing opinions at Board of Directors meetings from an objective and neutral standpoint independent of business execution, he is expected to fulfill a role in overseeing management.



**Naoshi
Ogasawara**

Reason for appointment and expected role

We appointed him as an outside director of our company because he has rich experience and deep insight in the financial and accounting areas cultivated as a certified accountant. By expressing opinions at Board of Directors meetings from an objective and neutral standpoint independent of business execution, he is expected to fulfill a role in overseeing management.



**Yoshie
Midorikawa**

Reason for appointment and expected role

We appointed her as an outside director because she has expert knowledge as a lawyer and deep insight on corporate legal work, including overseas legal affairs. By expressing opinions at Board of Directors meetings from an objective and neutral standpoint independent of business execution, she is expected to fulfill a role in overseeing management.

Auditors



**Tomio
Kitabayashi**

Full-time Auditor



**Masahiko
Sato**

Outside Auditor



**Hidekazu
Tanaka**

Outside Auditor

Outside Director Roundtable Discussion

Outside Director
Tsuyoshi Takada

Outside Director
Naoshi Ogasawara

Outside Director
Yoshie Midorikawa

How do you think the company should respond to this once-in-a-century mobility revolution?

Ogasawara It has been nearly ten years since I was appointed as an Outside Director. During this time, the company has responded to environmental changes with swift decision-making and execution. Net sales have grown from 145.3 billion yen to 373.5 billion yen today—more than 2.5 times greater. This success is largely the result of timely adaptation to change and decisive action. It has also been driven by our manufacturing sites' constant pursuit of improvement and their consistent output of higher value-added products, carried out efficiently and with a strong emphasis on safety. We are now in the midst of a once-in-a-century mobility revolution. Once again, we must return to our technological roots, leverage our exceptional strengths, and open the way forward through uncompromising technological development and rigorous quality control.

Midorikawa I feel that we have shifted from an era in which it was sufficient to propose quality products and make continuous improvements, to one that demands rapid and discontinuous proposals and development.

As an independent corporation, our mission is to respond to the diverse needs of many manufacturers without relying too heavily on any single one. To remain competitive, we must further refine our ability to anticipate needs, propose solutions, and bring them to life. Diversity is essential to securing both our proposal capabilities and our technological strengths. For example, it has been reported that women are about 1.5 times more likely to suffer a serious injury in a car accident than men, when cars should be made even more

safe for everyone. Going forward, our sites must be able to consider a broader range of attributes. By overcoming this challenge, we believe we can secure an even stronger position in the markets of the future.

Takada I am increasingly concerned by the pace of change in the automotive industry, which is faster than ever before. On a visit to Thailand last year, I witnessed firsthand the strong popularity of vehicles from emerging EV manufacturers. Topre must not only continue to build on the technologies it has steadily accumulated, but also actively foster creative ideas. I have high expectations for new initiatives like giga casting, an automotive manufacturing technology that integrates aluminum alloy parts into a single unit through a single casting process.

How is the Board of Directors managed, and how are you drawing on your expertise to contribute to its discussions?

Takada Since Director Yamamoto assumed the position of President, the Board of Directors has been streamlined and further invigorated. In addition, the atmosphere of the Board has changed significantly over the past few years. Recently, I began participating in monthly meetings with senior employees, and I believe that the increased speed at which the Board of Directors itself is operating has had a positive impact on these meetings as well.

Midorikawa At the management meeting, in which such topics as new products under development, technologies under research, and current challenges are discussed. I find it very informative, and it shows just how much effort is being devoted to research and development. As was mentioned

earlier regarding Thailand, new players are emerging one after another, and I believe the number of our overseas business partners will continue to grow. As a lawyer specializing in international transactions and disputes, I hope to draw on my expertise to analyze legal risks associated with overseas transactions and investment decisions.

Ogasawara Director Takada mentioned the atmosphere of the Board of Directors and, while our Board had already been very active in the past, it has now become even more empowered and faster in its operations.

As a certified public accountant leading an audit firm with more than 200 qualified professionals, I see a growing trend toward disclosing not only financial statements but also the processes employed in identifying and enhancing other forms of value. For example, I hope to contribute my expertise to discussions on how to cultivate discontinuous skills in response to discontinuous change, and how to leverage skill matrices and mapping to strengthen the competitiveness of each business division.

Takada As a lawyer, I have specialized in the design of executive compensation for about 25 years. In Japan, we are now seeing a movement toward revising executive compensation systems with the aim of enhancing corporate value rapidly taking hold. The trend is to set performance-linked compensation at a substantial level with an eye to motivating executives to achieve KPIs. Compensation schemes are also being designed to instill an awareness of corporate value among Executive Officers and senior employees who are future Director candidates. I would like to support the company if it undertakes such initiatives.

Intellectual Property Activities

Basic Way of Thinking

The Topre Group promotes the creation of intellectual property in Japan and overseas and the acquisition of intellectual property rights and uses them effectively in business. At the same time, the company conducts activities to avoid patent disputes and other risks, and to contribute to the strengthening of its development and sales capabilities.

Activities that Contribute to Business

The Intellectual Property Division regularly participates in meetings of corporate bodies with IP-related operations, including the Development and Technology divisions, to discuss invention creation and application strategies with an eye to securing competitiveness. It also conducts IP-related activities in coordination with business operations.

In addition, to secure effective patents at the early stages of development, the division uses patent maps that quantify and visualize patent information, supporting patent strategies by facilitating the understanding of application trends and development directions in specific fields. Patents related to business are regularly listed and shared with relevant departments for consideration regarding specific IP rights applications (patents, utility models, designs, trademarks, etc.) and their effective use.

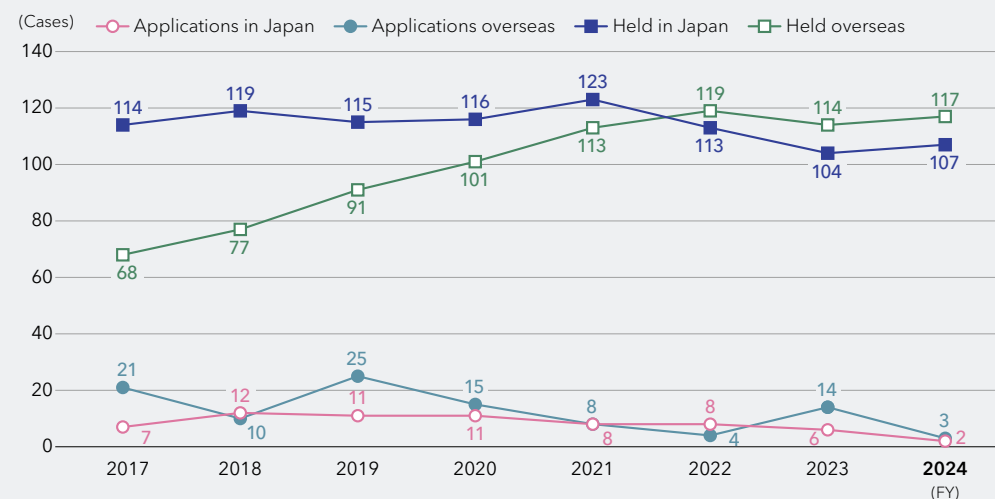
Development of Human Resources Capable of Handling IP

There are many corporate situations in which knowledge of IP rights is a requirement. We provide IP-related training as part of compliance education as well as programs for the Development and Technology divisions aimed at increasing basic IP knowledge and awareness of applications.

In the Intellectual Property Division, we focus on human resource development tailored to each career level, enhancing expertise through external training, support for intellectual property creation, and the formulation of intellectual property strategies.

In addition, to encourage creativity, we have enhanced our employee invention incentive system, which rewards inventors monetarily for the development of new applications as well as the filing of new IP registrations and the results of inventions deemed worthy of future patent filing.

Numbers of patent, utility model and design applications, and rights held



Our Responsibility to Shareholders and Investors

» Approach to Information Disclosure and Dialogue

Topre's General Affairs Department is responsible for consolidating and handling corporate information. When determining the necessity of information disclosure, this department takes into consideration the importance of building and maintaining relationships of trust with the company's stakeholders while ensuring that the company acts in accordance with the Timely Disclosure Rules of the Tokyo Stock Exchange.

1 Information on decisions and financial reports

The Topre Board of Directors discusses important matters concerning the company and promptly communicates decisions to the General Affairs Department (the department responsible for handling information) via the Secretary's Office, which serves as the secretariat of the Board of Directors. In addition, the General Affairs Department receives financial information from the Accounting Department.

2 Reporting on incidents

Each division provides relevant information on reportable incidents to the General Affairs Department.

3 Strengthening of disclosure systems at subsidiaries

Regarding the timely disclosure of corporate information for subsidiaries, we provide and enforce explanations to ensure each subsidiary's understanding of Timely Disclosure Rules for important matters, and Topre is actively involved in information collection.

» General Meetings of Shareholders

Topre holds an ordinary annual general meeting of shareholders in June each year. We regard the general meetings of shareholders as a valuable forum for dialogue with shareholders and constantly strive to make the meetings more engaging as well as to facilitate the exercise of voting rights. Examples of our main initiatives are as follows.

- Scheduling general meetings of shareholders that avoids days when such meetings are concentrated
- Use of electronic voting
- Provision of an English version of the Notice of Convocation (summary)

[General meetings of shareholders](#)

» Dialogue with Shareholders and Investors

Relationships with individual investors

We are making efforts to increase awareness of Topre among individual investors. Twice a year, we issue shareholder newsletters to help shareholders deepen their understanding of Topre. These newsletters can also be viewed on Topre's website.

Relationships with institutional investors

Twice a year, we hold financial results briefings for institutional investors and securities analysts, where we present performance overviews, business reports, and future prospects. In addition, we also hold individual meetings and teleconferences throughout the year to further promote understanding of Topre among institutional investors.



Financial results briefings

Information disclosure on the website

Topre's website includes dedicated pages for shareholders and investors that provide the latest information in such forms as financial reports and press releases. The company discloses quarterly financial results materials, shareholder newsletters, and other materials, with the aim of promoting understanding of Topre.

Shareholder returns

We recognize that profit distribution is an important corporate responsibility, and our basic policy is to realize sustainable dividends. Retained earnings are allocated to investments that support future business development and strengthen our management structure, such as capital investment aligned with technological innovation in related industries and R&D investment to enhance corporate value.

Topre's basic policy is to pay dividends from surplus funds twice a year through interim and year-end dividends. We have set the dividend payout ratio as a medium- to long-term management indicator, targeting around 30%. In addition, we will consider share buybacks on an ongoing basis as we work to enhance shareholder returns.

Consolidated Financial Summary

(FY)

	2016	2017	2018	2019	2020	2021	2022	2023	2024
Net Sales (Millions of Yen)	163,368	191,189	201,365	213,591	214,544	233,601	290,416	354,922	373,568
Operating Profit (Millions of Yen)	20,431	23,738	19,954	13,827	10,833	6,853	7,330	22,406	28,648
Profit Attributable to Owners of Parent Company (Millions of Yen)	13,655	16,887	15,372	8,435	12,559	10,998	10,009	17,099	14,143
Equity Capital (Millions of Yen)	118,581	139,856	149,327	146,279	162,142	176,745	191,097	213,244	219,650
Cash Flows from Operating Activities (Millions of Yen)	27,991	26,876	23,502	21,545	24,718	38,604	25,234	38,771	52,246
Cash Flows from Investing Activities (Millions of Yen)	(21,065)	(21,658)	(30,188)	(36,549)	(33,935)	(18,505)	(18,257)	(26,543)	(44,546)
Cash Flows from Financing Activities (Millions of Yen)	(4,723)	(620)	470	17,874	19,515	(12,456)	(9,573)	(12,065)	(4,412)
Average Exchange Rate (vs. USD) (Yen)	108.87	112.19	110.91	108.75	106.06	112.38	135.48	144.62	152.57
Equity Capital Ratio (%)	61.7	64.3	62.4	54.9	52.3	55.2	56.3	58.3	59.2
Net Profit per Share (Yen)	272.75	327.89	292.91	160.73	239.28	209.60	190.70	326.71	278.01
Return on Equity (ROE) (%)	12.1	13.1	10.6	5.7	8.1	6.5	5.4	8.5	6.5
Equity per Share (Yen)	2,363.24	2,665.03	2,845.25	2,787.21	3,089.02	3,368.57	3,640.37	4,161.01	4,338.28
Dividend per Share (Yen)	46.00	58.00	60.00	45.00	30.00	25.00	30.00	55.00	85.00
Capital Investment (Millions of Yen)	19,002	25,454	38,786	46,258	33,597	20,946	18,201	21,723	34,130
Depreciation (Millions of Yen)	10,010	12,467	14,539	17,450	20,429	23,725	27,264	27,608	25,175
Research and Development Expenses (Millions of Yen)	1,129	1,148	1,311	1,377	1,359	1,313	1,354	1,383	1,486

Company Information and Stock Information (As of March 31, 2025)

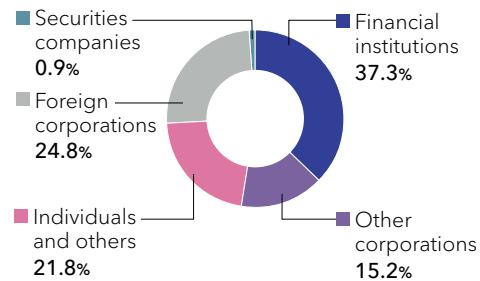
Company Overview

Company Name	Topre Corporation
Date of Establishment	April 30, 1935
Capital	5.61 billion yen
Stock Exchange	Tokyo Stock Exchange Prime Market
Head Office	Asahi Building, 3-12-2 Nihonbashi, Chuo-ku, Tokyo 103-0027
Representative	Yutaka Yamamoto Representative Director, President, Executive Officer
Number of Employees	6,938 (Consolidated), 1,544 (Non-consolidated)

Stock Information

Total number of authorized shares	81,240,000 shares
Total number of shares issued	50,806,961 shares Excluding 3,214,863 shares of treasury stock
Number of shareholders	6,857

Distribution of Shares by Owner Type (excluding treasury stock)



Major Shareholders (excluding treasury stock)

Shareholder name	Number of shares held (thousands)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	6,286	12.37
Custody Bank of Japan, Ltd. (Trust account)	3,028	5.96
Naoko Ishii	2,660	5.23
Nippon Life Insurance Company	2,135	4.20
Resona Bank, Limited	1,870	3.68
Topre Business Partners Shareholding Association	1,622	3.19
Sumitomo Life Insurance Company	1,429	2.81
Mizuho Bank, Ltd.	1,265	2.49
Mitsubishi UFJ Trust and Banking Corporation	1,245	2.45
GOVERNMENT OF NORWAY	1,108	2.18

(Note) The company holds 3,214,863 shares of treasury stock; however, as these shares carry no voting rights, they are excluded from the major shareholders listed above. In addition, the treasury shares do not include 176,139 shares of the company held in the "Officer Remuneration BIP Trust Account." The shareholding ratios are calculated after deducting treasury shares from the total number of shares issued.

Stock Price and Trading Volume Trends

