

Value Creation Process

Trends in the business environment

Changes to the industrial structure (CASE*)
Social requirements related to SDGs* and ESG* Shift to the new normal created by the COVID-19 pandemic

Competitive advantages

- 1 Product development capability
- 2 Integrated production system
- 3 Support technology
- 4 Global production/ sales system

Vision
P15

Go Far Beyond!
Break barriers and go on adventures!

Relevant SDGs



INPUT

Financial capital
Consolidated net assets **95.9** billion yen
Equity ratio **37.7** %

Human capital
Consolidated No. of associates **15,120**
Non-Japanese top management **47** %

Intellectual capital
Number of patents (granted/pending)
Japan **58** Outside Japan **166**
R&D cost **4.30** billion yen
Number of development bases
Japan, Canada, and China **3** Japan, Canada, and Indonesia **3**

Manufacturing capital
Number of manufacturing facilities
35 sites in **14** countries
Capital investment **12.4** billion yen

Social and relation capital
Number of steel suppliers
Japan **5** Outside Japan **33**
Business-academia
Comprehensive collaboration agreement with Toyohashi University of Technology
Comprehensive collaboration agreement with Nara Institute of Science and Technology

Core businesses

Single parts assembly
▼
Becoming a key device supplier in the EV era

Strategy

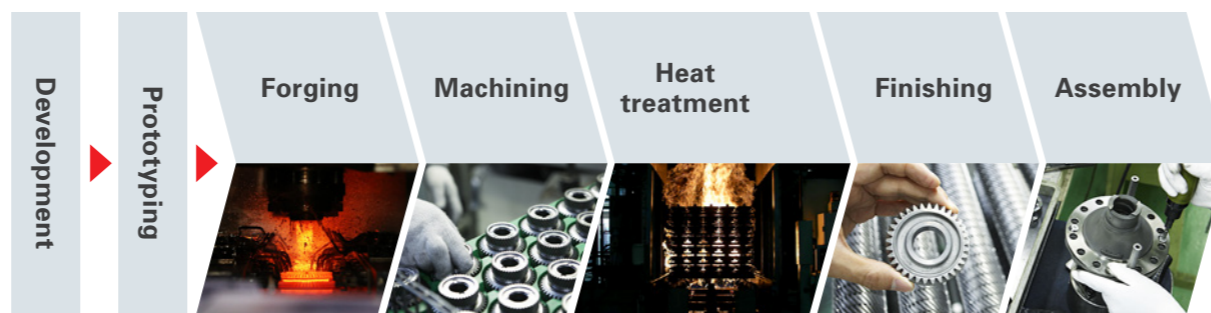
New businesses

Evolution, efficiency improvement, and solutions involving Monozukuri

Contributing to solving social issues using the power of technology

Integrated production system

We have achieved a globally integrated manufacturing system where processes from forging to cutting, heat treatment, finishing, and assembly are organically connected.



Support technology Dies Power tools Equipment

Cooperation and synergy

Creation of innovation

We enrich the world with technologies.
We aim to build a sustainable society.

OPEN INNOVATION

MOBILITY ENERGY
INDUSTRY WELL-BEING

CVC ACTIVITIES



PARTNERSHIP



OUTPUT

Playing the leading role in EVs

Global
Production System
Sales System

14
countries

35
bases

Solving social issues using technology

Powertrain

Differential Assembly
Planetary Assembly
Transmission Gear/Reduction Gear
Camshaft

Linkage & Suspension

Suspension Arm Assembly
Steering Ball Joints

Motorcycle

Transmission Assembly for Motorcycles
Camshaft

Machinery & Tools

Specialized Machine
Prototyping and Manufacturing
Dies, Cutting Tools

AI

Visual Inspection Equipment
Autonomous Moving Robot

Energy Solutions

Lithium-Ion Capacitor
Hybrid Batteries

and more...

OUTCOME

Financial capital
Consolidated sales **204.7** billion yen
ROE **9.4** %
Introduction of a shareholder incentive program

Human capital
Number of employees with professional qualifications **1,686** employees in Japan
Ratio of engineers (Musashi Seimitsu Industry) **Approx. 30** %

Intellectual capital
Number of patents (Granted)
Japan **18** Outside Japan **99**

Manufacturing capital
Motorcycle transmission share (according to our research) **Approx. 32** %
AI visual inspection equipment used by Toyota Motor
Collaborations for the introduction of autonomous mobile robots (AMR) in logistics centers

Social and relation capital
Participation in East Mikawa Startup Promotion Council
MUSASHI Innovation Lab CLUE
Number of partners
Corporate partners **9** Individuals **4**
Invested in Spornado (Canada)

*CASE: Connectivity, Autonomous, Sharing and Electrification. *SDGs: Sustainable Development Goals. *ESG: Environment, Social and Governance