

Takaoka Toko Group

FY2021 (Fiscal year ended on March 31, 2022)

Supplementary Briefing Material on Financial Results

May 13, 2022

TSE Prime Market (6617)

Takashi Ichinose, President and Representative Director





We deeply apologize for causing great inconveniences and concerns regarding the improper cases of gas insulated switchgear and remote controller for automated switchgear, which we announced on Aug. 27, Sep. 8, 2021, and Oct. 29, 2021, and temporary suspension of ISO9001 certification as a result of the matter (suspension lifted on Jan. 6, 2022), to our customers, shareholders, and related parties.

Since the announcement in October, we have not found any new cases of the same type of impropriety in our ongoing comprehensive inspection and investigation.

<Related News> Our website/News <https://www.ttkk.co.jp/en/news/>

- August 27, 2021 Notification of Improper Cases Related to Quality Control
- September 8, 2021 Survey on Improper Cases of our Gas Insulated Switchgear
- October 1, 2021 Temporary suspension of ISO9001 certification due to improper case of our Gas-Insulated Switchgear
- January 6, 2022 Lifting of Temporary suspension of ISO9001 certification due to improper case of our Gas-Insulated Switchgear

Reoccurrence Prevention Measures



Since the announcement on October 29, 2021, we have been engaging in company-wide reforms to prevent any reoccurrence from the four perspectives: quality management system (QMS), human resource development, communication, and awareness and culture.

To further strengthen these measures, we established a Management Reformation Task Force, which is under the direct control of our President, in April 2022. We will strive to regain the trust of our customers by implementing management reforms to become a company that is "strong in safety and quality" and is "customer-oriented and always up to the challenge."

Rebuilding the QMS

- Comprehensively review and systematically organize and coordinate internal manuals for visualization
- Timely collect information related to revisions of standards to reflect the latest on the manuals
- Strengthen monitoring of standard compliance situation

Strengthening human resource development

- Strengthen the management level
- Offer training for the Quality Assurance Department and enhance training contents subjected to all employees
- Enhance company-wide basic training

Prevention measures

Enhancing communication

- Bring the management and front-line employees closer physically and mentally
- Enhance workplace communication and build an open workplace

Reforming awareness and culture

- Thoroughly implement quality-first principle
- Redefine and share the company mission
- Promote Kaizen & DX for the improvement of SQCD
- Break the inward closed company culture



1. FY2021 Business Results <YoY analysis>
2. Performance of Business Segments
<YoY analysis>
3. FY2021 Business Results
<Comparison with forecast>
4. FY2022 Business Forecast
5. Dividend Payment
6. Medium-Term Management Plan 2023:
Target Value Correction
7. Changes in Net Sales & Operating Income
8. Organizational Reform
9. FY2021 Initiatives



1. FY2021 Business Results

<YoY Analysis>

- Consolidated net sales stayed almost flat at **91,936 million yen (down 0.0% YoY)** due to a decrease in domestic plants and smart meters despite a recovery in the number of overseas construction projects, increased orders for small transformers, and increased orders for 3D inspection systems thanks to rising demand for semiconductors, compared to the previous year that were affected by COVID-19 pandemics.
- In terms of profit, we posted **operating income of 4,625 million yen (a YoY increase of 36.8%), ordinary income of 4,172 million yen (a YoY increase of 22.6%), and net income attributable to owners of the parent company of 3,279 million yen (a YoY increase of 132.8%)** thanks to a reduction in fixed costs in the smart meter business and increased sales of 3D inspection systems in line with greater demand for semiconductors, despite the impact of the improper inspection cases (additional inspection, etc.) and soaring material prices.

(In millions of yen)

	FY2021 Actual (A)	FY2020 Actual (B)	Increase (A)-(B)	YoY
Net sales *	91,936	91,939	(3)	(0.0%)
Operating income	4,625	3,382	1,242	36.8%
Ordinary income	4,172	3,402	769	22.6%
Profit attributed to shareholders of the parent company	3,279	1,408	1,870	132.8%
*Net sales related to TEPCO Power Grid Inc.	37,763	43,235	(5,472)	(12.7%)
Net sales composition of TEPCO Power Grid Inc.	41.1%	47.0%	(6.0%)	—
Orders received	97,483	96,081	1,401	1.5%



1. FY2021 Business Results

Business Portfolio (FY2021 Net Sales)

Information System / Applied Optics Inspection System Business Segment

Applied optics inspection system (3D inspection systems), information system, etc.

5% (5%)

Real estate-, smart grid-, & proposal-related business

[Consolidated subsidiaries]

MintWave Co., Ltd.
UQUEST, LTD.*

* Merged to the Company in October 2021

Other Businesses **3%** (2%)

Power plant equipment (large-scale transformers, switching equipment, control equipment), power distribution equipment (switches, small transformers), power system, disconnecting switches, construction for receiving substations, etc.

Energy Solution Business Segment

3% (3%)

EMS related products (automated metering system for apartment houses/tenants, automatic environmental control system to save electricity and energy for lighting and air conditioning), charging infrastructure (quick charger for electronic vehicles, V2H), etc.

[Consolidated subsidiaries]

Takaoka Engineering Co., Ltd.
TAKAOKA CHEMICAL CO., LTD.
Toko Kizai Corporation

Metering Business Segment

26% (33%)

Smart meter
Trading transformer
Instrument construction (electricity meter replacement work), etc.

[Consolidated subsidiaries]

WATT LINE SERVICE Co., Ltd.
Toko Electric (Suzhou) Co., Ltd.
Toshiba Toko Meter Systems Co., Ltd.

FY2021 Net sales
Segment composition

91,900
(91,900)

Electric Equipment Business Segment

63% (57%)

(In millions of yen)

The number in () is FY2020 sales and composition ratio.

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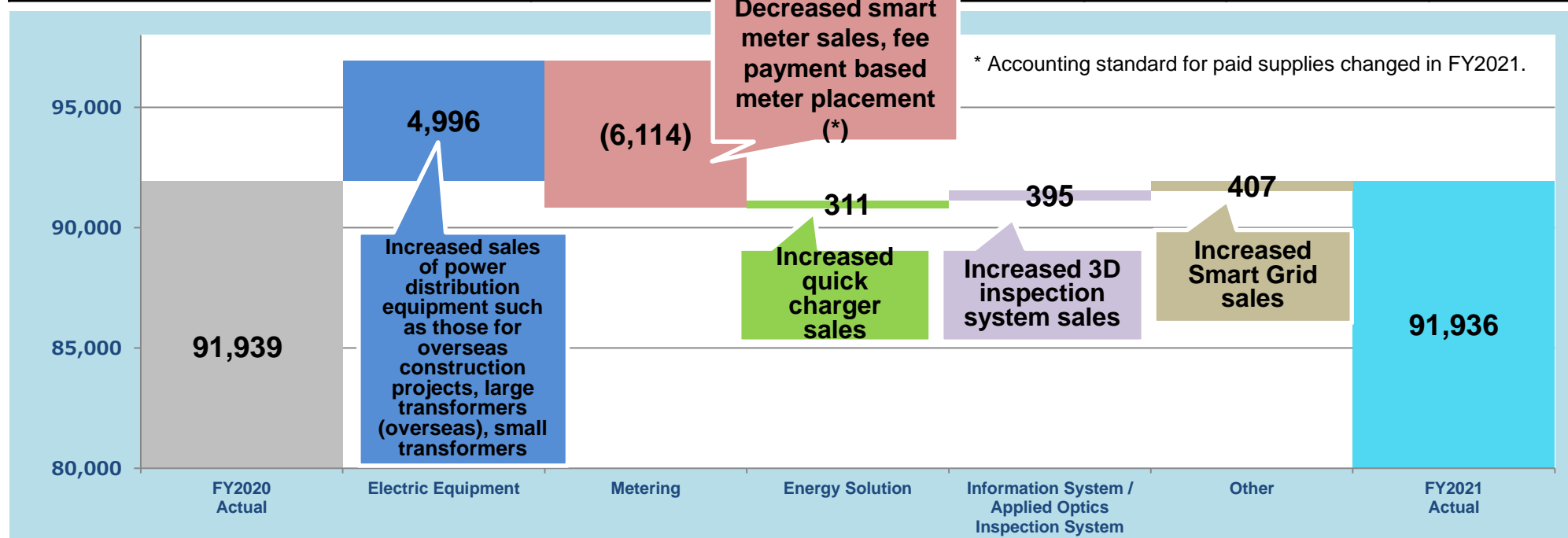
1. FY2021 Business Results: Net Sales

<YoY Analysis>

[Net sales by segment]

(In millions of yen)

Segment	FY2021 Actual		FY2020 Actual		YoY	
	Amount (A)	Ratio	Amount (B)	Ratio	Increase (A)-(B)	Percent change
Electric Equipment Business	57,644	62.7%	52,668	57.3%	4,996	9.5%
Metering Business	24,247	26.4%	30,361	33.0%	(6,114)	(20.1%)
Energy Solution Business	2,768	3.0%	2,456	2.7%	311	12.7%
Information System / Applied Optics Inspection System Business	4,805	5.2%	4,410	4.8%	395	9.0%
Other (real estate-, smart grid-, & proposal-related business)	2,450	2.7%	2,043	2.2%	407	19.9%
Net sales by segment: Total	91,936	—	91,939	—	(3)	(0.0%)



1. FY2021 Business Results: Income

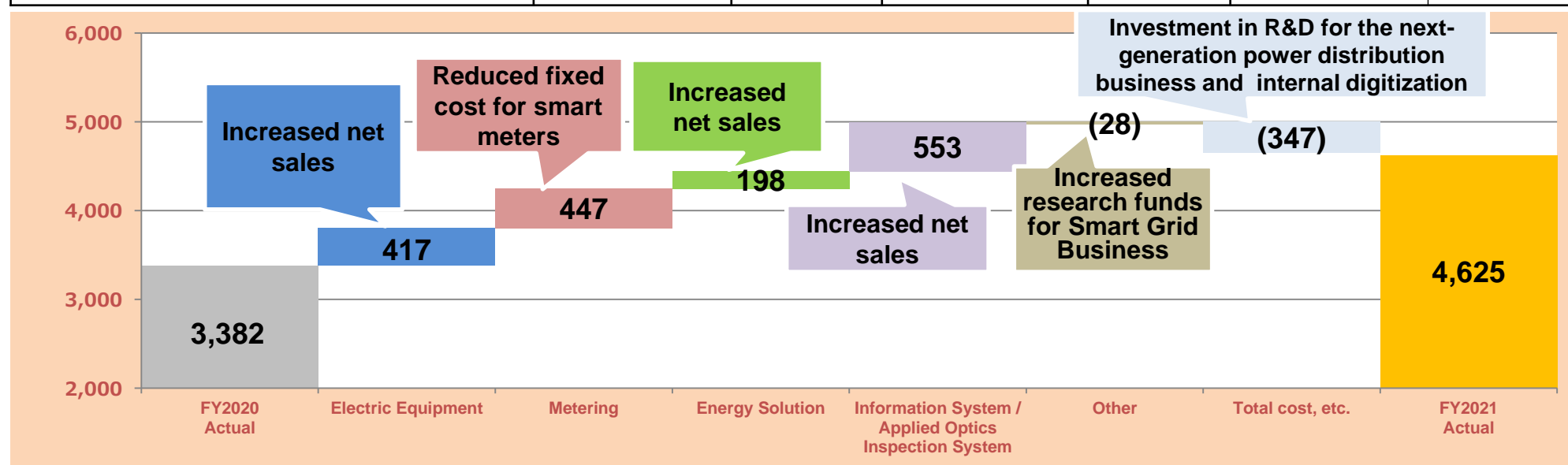
<YoY Analysis>



[Income by segment]

(In millions of yen)

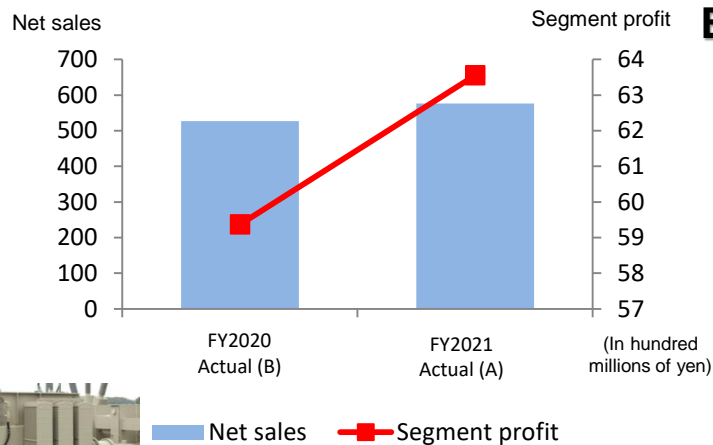
Segment	FY2021 Actual		FY2020 Actual		YoY	
	Amount (A)	Profit margin	Amount (B)	Profit margin	Increase (A)-(B)	Percent change
Electric Equipment Business	6,355	11.0%	5,937	11.3%	417	7.0%
Metering Business	1,721	7.1%	1,273	4.2%	447	35.2%
Energy Solution Business	(119)	(4.3%)	(318)	(12.9%)	198	—
Information System / Applied Optics Inspection System Business	532	11.1%	(21)	(0.5%)	553	—
Other (real estate-, smart grid-, & proposal- related business)	660	26.9%	688	33.7%	(28)	(4.1%)
Income by segment: Total	9,150	10.0%	7,559	8.2%	1,590	21.0%
Corporate expenses, etc. (incl. consolidated adjustments)	(4,524)	—	(4,177)	—	(347)	—
Operating income	4,625	5.0%	3,382	3.7%	1,242	36.8%



2. Performance of Business Segments



<YoY Analysis>



Electric Equipment Business Segment

(In millions of yen)

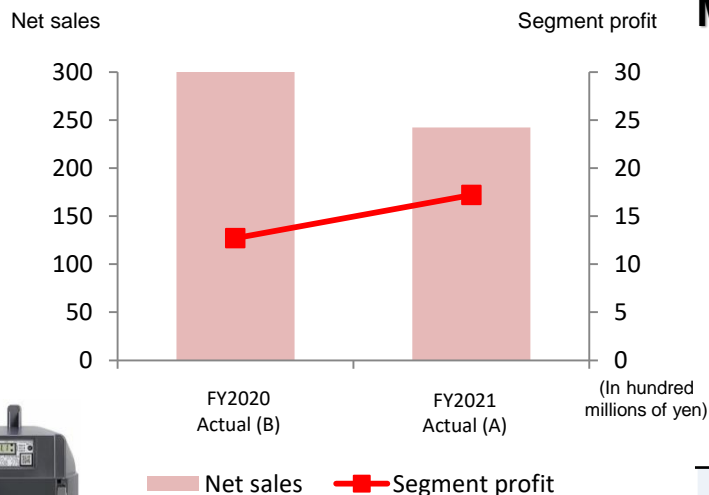
	FY2021 Actual (A)	FY2020 Actual (B)	Increase (A) – (B)	YoY (%)
Net sales	57,664	52,668	4,996	9.5%
Segment profit	6,355	5,937	417	7.0%

Net sales	[Reason behind increase]	Overseas construction (Takaoka Engineering), small-scale transformers, large-scale transformers for overseas, renewable energy-related plant equipment
	[Reason behind decrease]	Switches
Profit	[Reason behind increase]	Increased net sales of overseas construction, small-scale transformers, renewable energy-related plant equipment
	[Reason behind decrease]	Decreased switch sales, soaring material prices, measures against improper inspection

FY2021 Initiatives: Receive orders for overseas large-scale construction, introduce model change products (large-scale transformers)



Eco-friendly palm fatty acid ester-immersed transformer



Metering Business Segment

(In millions of yen)

	FY2021 Actual (A)	FY2020 Actual (B)	Increase (A) – (B)	YoY (%)
Net sales	24,247	30,361	(6,114)	(20.1%)
Segment profit	1,721	1,273	447	35.2%

Net sales	[Reason behind decrease]	Smart meter, meter construction (paid supplies, etc.), trading transformers
	[Reason behind increase]	Reduced fixed costs in Smart Meter Business

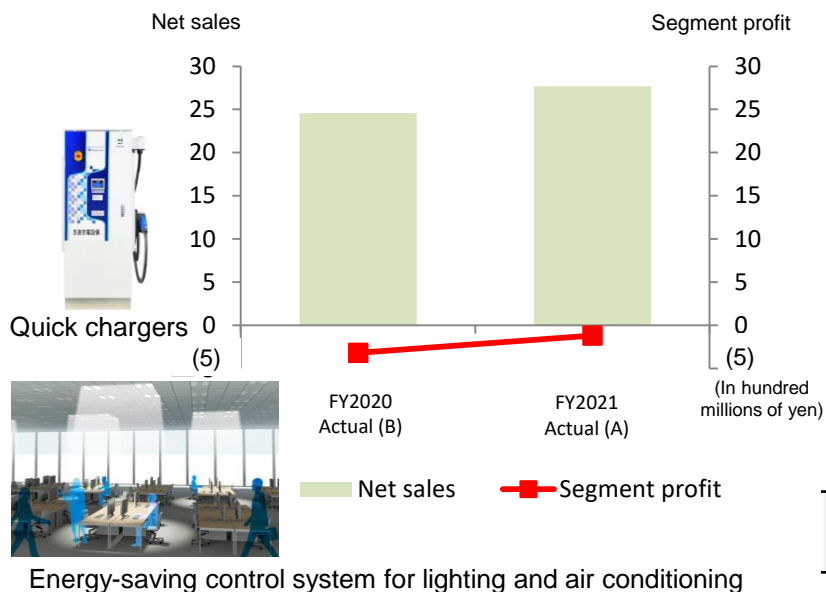
FY2021 Initiatives: Cost reduction through KAIZEN (improvement) of transformer production, price revision, and fixed cost reduction



Smart Meter

2. Status of Each Business Segment

<YoY Analysis>



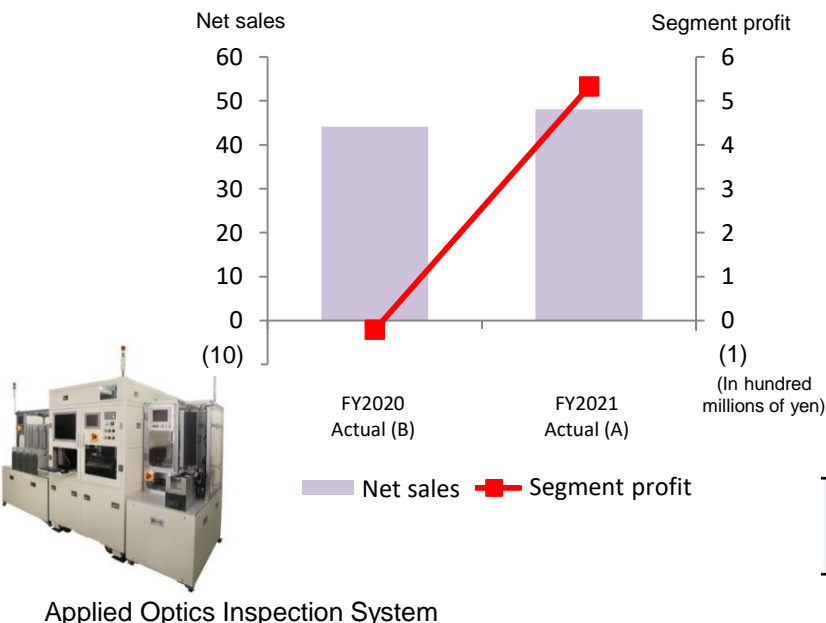
Energy Solution Business Segment

(In millions of yen)

	FY2021 Actual (A)	FY2020 Actual (B)	Increase (A) – (B)	YoY (%)
Net sales	2,768	2,456	311	12.7%
Segment profit	(119)	(318)	198	—

Net sales	[Reason behind increase] Embedded software, quick chargers [Reason behind decrease] EMS related products
Profit	[Reason behind increase] Embedded software, increased quick charger sales, reduced countermeasure cost needed for improper cases [Reason behind decrease] Decreased net sales of EMS related products

FY2021 Initiatives: Launch new products such large-capacity quick charger



Information System / Applied Optics Inspection System Business Segment

(In millions of yen)

	FY2021 Actual (A)	FY2020 Actual (B)	Increase (A) – (B)	YoY (%)
Net sales	4,805	4,410	395	9.0%
Segment profit	532	(21)	553	—

Net sales	[Reason behind increase] 3D inspection systems [Reason behind decrease] Information system, etc.
Profit	[Reason behind increase] Increased net sales of 3D inspection systems [Reason behind decrease] Decreased net sales of information system, etc.

FY2021 Initiatives: Expand orders and establish framework for increasing production of applied optics inspection system



3. FY2021 Business Results

<Comparison with Forecast (Disclosed April 30, 2021)>

Despite price hikes in raw materials such as copper and the procurement of related parts affected by the shortage of semiconductors, sales and profits increased significantly thanks to strong sales of small transformers in the Electric Equipment Business, smart meters in the Metering Business, and 3D inspection systems in the Information System / Applied Optics Inspection System Business, in addition to reduced corporate expenses (change in R&D plan).

(In millions of yen)

	FY2021 Actual (A)	FY2021 Business forecast (B)	Increase (A)–(B)	YoY
Net sales *	91,936	88,000	3,936	4.5%
Breakdown				
Electric Equipment Business	57,664	54,249	3,415	6.3%
Metering Business	24,247	23,547	700	3.0%
Energy Solution Business	2,768	2,893	(125)	(4.3%)
Information System / Applied Optics Inspection System Business	4,805	4,291	514	12.0%
Other (real estate-, smart grid-, & proposal-related business)	2,450	3,017	(567)	(18.8%)
Operating income	4,625	2,700	1,925	71.3%
Breakdown				
Electric Equipment Business	6,355	5,649	706	12.5%
Metering Business	1,721	1,110	611	55.0%
Energy Solution Business	(119)	(78)	(41)	—
Information System / Applied Optics Inspection System Business	532	379	153	40.4%
Other (real estate-, smart grid-, & proposal-related business)	660	697	(37)	(5.3%)
Corporate expenses, etc.	(4,524)	(5,057)	533	(10.5%)
Ordinary income	4,172	2,800	1,372	49.0%
Profit attributed to shareholders of the parent company	3,279	1,600	1,679	104.9%
*Net sales related to TEPCO Power Grid Inc.	37,763	35,958	2,344	6.6%
Net sales composition of TEPCO Power Grid Inc.	41.1%	40.9%	0.8%	—
Orders received	97,483	85,689	11,794	13.8%



4. FY2022 Business Forecast

In FY 2022, we expect net sales of 93,000 million yen, operating income of 4,400 million yen, ordinary income of 4,500 million yen, and profit attributed to shareholders of the parent company of 3,000 million yen based on estimated increase in sales of quick chargers and 3D inspection systems, although taking the impact of soaring raw material prices into consideration.

As for the amount of orders received, we expect 90,213 million yen (a YoY decrease of 7.5 %) due to a decrease in orders as a reaction to large orders of electric system equipment and 3D inspection systems received in FY 2021.

(In millions of yen)

	FY2022 Forecast (A)	FY2021 Actual (B)	Increase (A)-(B)	YoY
Net sales *	93,000	91,936	1,064	1.2%
Operating income	4,400	4,625	(225)	(4.9%)
Ordinary income	4,500	4,172	328	7.8%
Profit attributed to shareholders of the parent company	3,000	3,279	(279)	(8.5%)
*Net sales related to TEPCO Power Grid	37,096	37,763	(667)	(1.8%)
Net sales composition of TEPCO Power Grid	39.9%	41.1%	(1.2%)	—
Orders received	90,213	97,483	(7,270)	(7.5%)

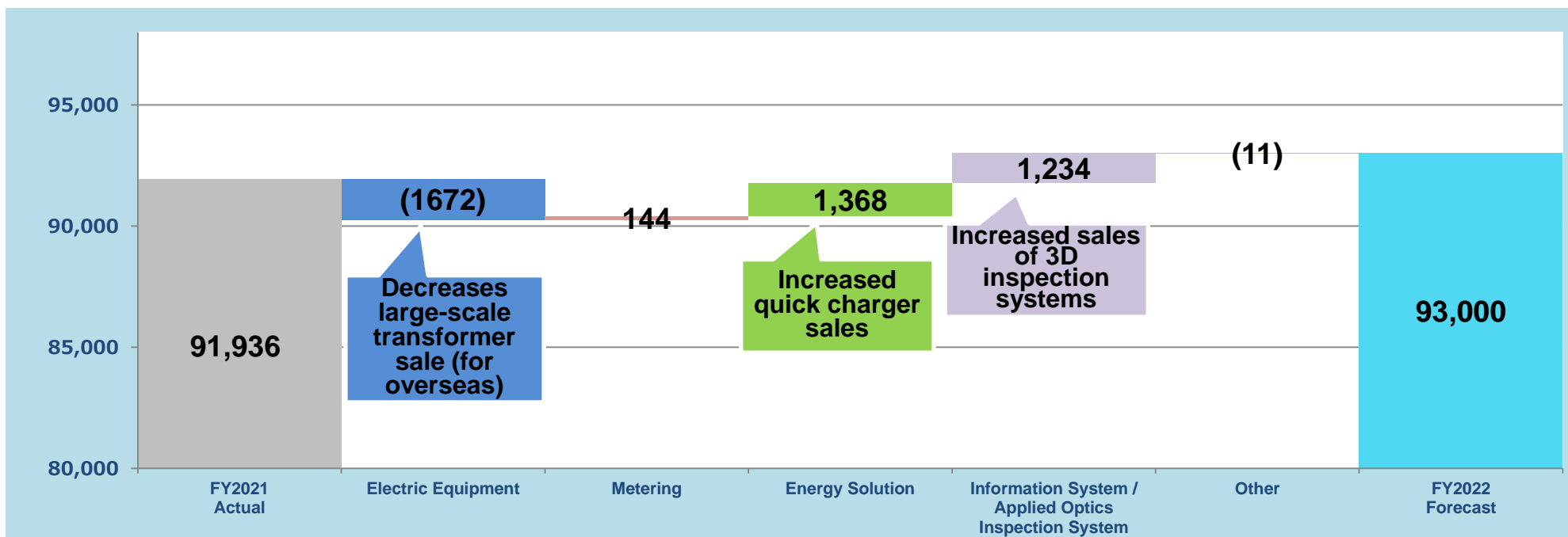


4. FY2022 Business Forecast: Net Sales

[Net sales by segment]

(In millions of yen)

Segment	FY2022 Forecast		FY2021 Actual		YoY	
	Amount (A)	Ratio	Amount (B)	Ratio	Increase (A)-(B)	Percent change
Electric Equipment Business	55,992	60.2%	57,644	62.7%	(1,672)	(2.9%)
Metering Business	24,391	26.2%	24,247	26.4%	144	0.6%
Energy Solution Business	4,136	4.4%	2,768	3.0%	1,368	49.4%
Information System / Applied Optics Inspection System Business	6,039	6.5%	4,805	5.2%	1,234	25.7%
Other (real estate-, smart grid-, & proposal- related business)	2,439	2.6%	2,450	2.7%	(11)	(0.4%)
Net sales by segment: Total	93,000	—	91,936	—	1,064	1.2%



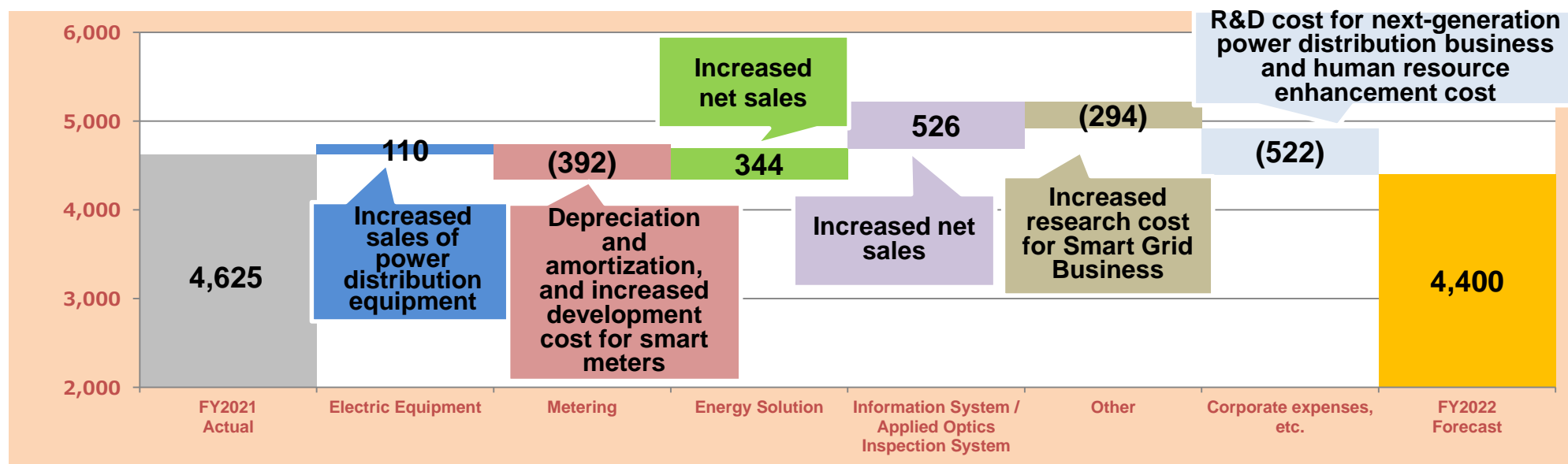


4. FY2022 Business Forecast: Income

[Income by segment]

(In millions of yen)

Segment	FY2022 Forecast		FY2021 Actual		YoY	
	Amount (A)	Profit margin	Amount (B)	Profit margin	Increase (A)-(B)	Percent change
Electric Equipment Business	6,465	11.5%	6,355	11.0%	110	1.7%
Metering Business	1,329	5.4%	1,721	7.1%	(392)	(22.8%)
Energy Solution Business	225	5.4%	(119)	(4.3%)	344	—
Information System / Applied Optics Inspection System Business	1,058	17.5%	532	11.1%	526	98.9%
Other (real estate-, smart grid-, & proposal-related business)	366	15.0%	660	26.9%	(294)	(44.5%)
Income by segment: Total	9,443	10.2%	9,150	10.0%	293	3.2%
Corporate expenses, etc. (incl. consolidated adjustments)	(5,046)	—	(4,524)	—	(522)	—
Operating income	4,400	4.7%	4,625	5.0%	(225)	(4.9%)





5. Dividend Payment

We believe that stable dividends are the basis for meeting shareholders' expectations; therefore, we will continue to pay dividends twice a year, an interim dividend of 25 yen and a year-end dividend of 25 yen, while striving to ensure a stable management base by strengthening our financial position.

On October 1, 2022, we will be celebrating the 10th anniversary of the establishment of TAKAOKA TOKO HOLDINGS CO., LTD., the predecessor of our company, and to commemorate this occasion and to express our gratitude to our shareholders, we have decided to pay a commemorative dividend of additional 5 yen per share as an interim dividend for the fiscal year 2022.

(in Yen)

		FY2020	FY2021	FY2022 (forecast)
Net income per share (consolidated)		87.29	203.17	185.86
Dividend per share	interim/year-end	25/25	25/25	30/25
	annual	50	50	55
Dividend pay out ratio		57.3%	24.6%	29.6%



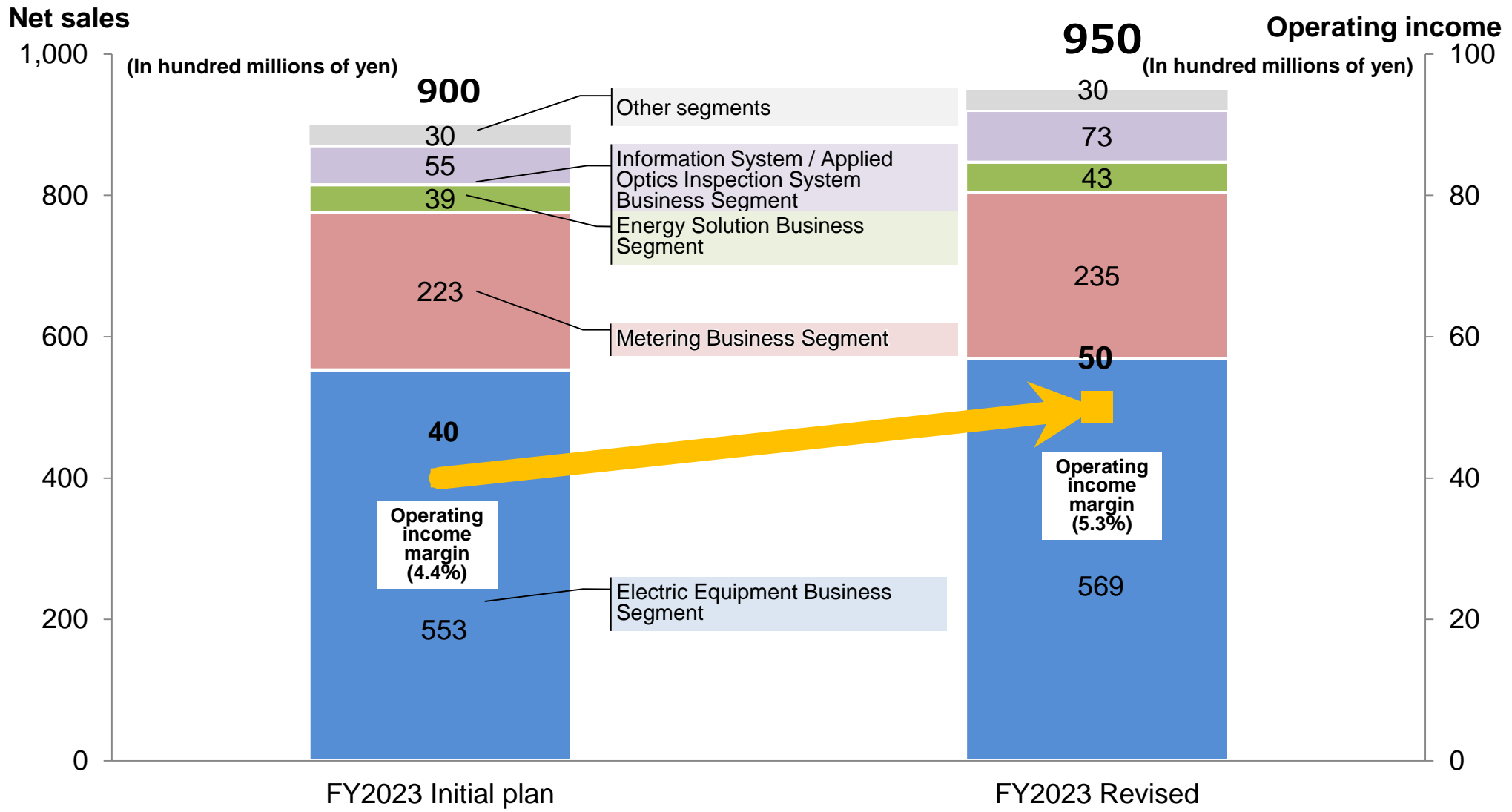
6. Medium-Term Management Plan 2023: Target Value Correction

Although the outlook remains uncertain due to a range of factors including the situation with COVID-19, heightened geopolitical risks, and the impact of surging prices of natural resources, we have revised our forecasts upward from the initial plan to 95,000 million yen in net sales and 5,000 million yen in operating income, mainly thanks to steady demand in the Electric Equipment and Metering Businesses, rising demand for quick chargers in the Energy Solution Business, and a significant increase in orders of 3D inspection systems.

(In millions of yen)

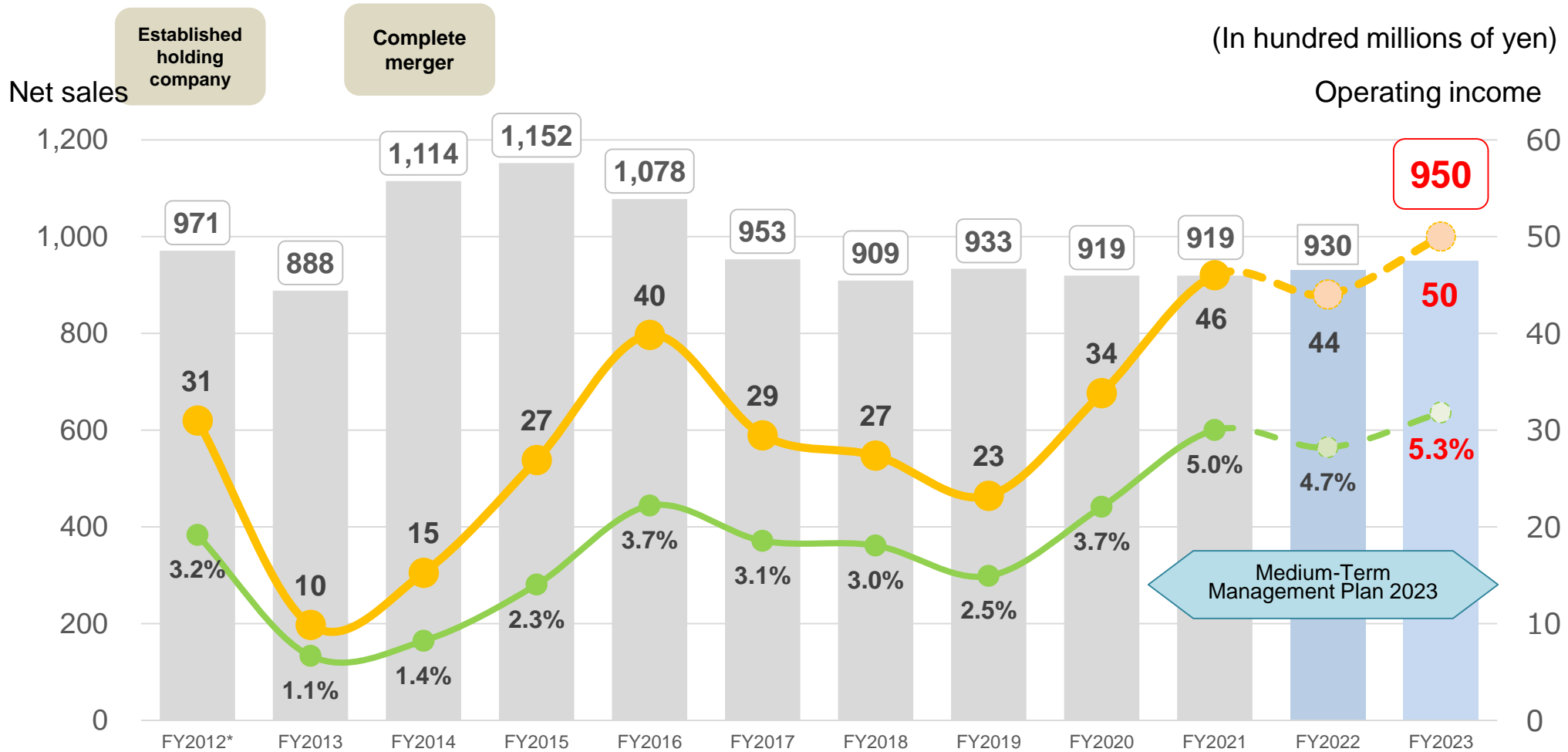
	FY2021	FY2022	FY2023	
	(Actual)	(Forecast)	(Initial plan)	(Revised)
Net sales	91,900	93,000	90,000	95,000
Operating income	4,600	4,400	4,000	5,000
Operating income margin	5.0%	4.7%	4.4%	5.3%
Profit attributed to shareholders of the parent company	3,200	3,000	2,500	3,500
Return on Equity (ROE)	6.5%	5.7%	5.0%	6.4%
Return on Assets (ROA)	3.3%	3.0%	2.4%	3.4%

6. Medium-Term Management Plan 2023: Target Value Correction





7. Changes in Net Sales and Operating Income



* FY 2012 performance results are the sum of consolidated results and the first half consolidated results for the former TOKO ELECTRIC CORPORATION

■ Net sale ● Operating income margin (%) ● Operating income

8. Organizational Reform

Establish a highly mobile organizational structure to achieve the 2030 VISION

To accelerate the transformation of existing businesses and the development of new businesses as stated in the Medium-Term Management Plan 2023, we will reorganize our organization in June 2022. In accordance with the reorganization, we will also change our disclosure segments from the second quarter of the fiscal year ending March 31, 2023.

1. Establishment of GX Solution Business Division

As a comprehensive energy business provider, we will integrate the current Energy Solution Business Division and Business Innovation Department with Electric Vehicle Infrastructure Promotion Project and PPP/PFI Promotion Project, which are under the direct control of the President, into GX Solution Business Division to create an organizational structure that can propose services and solutions, instead of current products, thereby contributing to GX (**Green Transformation**) of the overall economic and social system to achieve a carbon neutral society.



2. Reorganization of Technology Development Division into Strategic Technology Institute

In addition to improvement and innovation of our existing technologies, we will strengthen the function like a think tank to search for new technologies and business models.

3. Reorganization of business units related to overseas operations

We will build a more agile and efficient structure through the integration of production and sales operations.

4. Independence of Oyama and Hasuda Divisions

As the representatives of the area, these divisions will bring the management and local employees closer together. In case of emergencies, they will serve as the body in charge.

5. Change in segments

(Before)		(After)
Electric Equipment		Electric Equipment
Metering		Metering
Energy Solution		GX Solution
Information System / Applied Optics Inspection System		Applied Optics Inspection System
Other		Other



9. FY2021 Initiatives

Announced "Basic Sustainability Policy" and "Basic Business Portfolio Policy"

To help develop a sustainable society, TAKAOKA TOKO Group is committed to ESG management, aiming to solve important CSR issues and contribute to SDGs through our business activities, their processes, and their bases. In December, we announced our Basic Sustainability Policy and Basic Business Portfolio Policy.

Basic Sustainability Policy

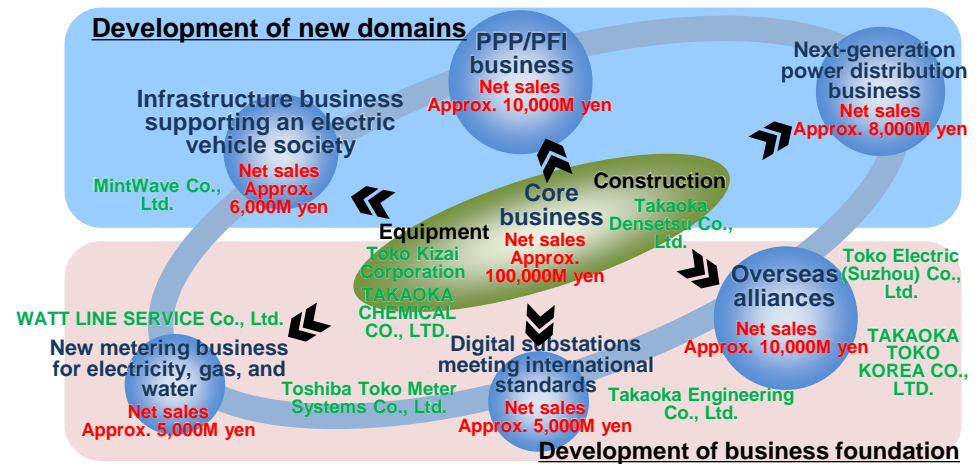
The TAKAOKA TOKO Group will fulfill two missions through the practice of its corporate philosophy and pioneer the future of energy.

- **Unchanging Mission:** Through the provision of equipment and systems that support the stable supply and efficient use of electricity and contribute to the development of affluent and comfortable lifestyles and socioeconomic activities.
- **New mission:** Come up with solutions for new social issues, such as measures for carbon neutrality and regional disaster prevention and resilience, to contribute to the development of a sustainable society.

Our basic policy on sustainability is to practice the TAKAOKA TOKO Group Charter of Corporate Behavior, which was formulated with the aim of achieving sustainable growth together with society while fulfilling this mission.

Basic Business Portfolio Policy

- TAKAOKA TOKO Group aims to become a "comprehensive energy business provider" that goes beyond the category of electric power, moving from the conventional sale of products to the sale of services.
- To achieve this, we will implement our basic strategy of "Create, Make, and Sell" from the customer's perspective, and invest the resources created by refining existing businesses and accelerating structural reforms in new businesses.





9. FY2021 Initiatives

Enhance our EV infrastructure solution to help create a low-carbon society

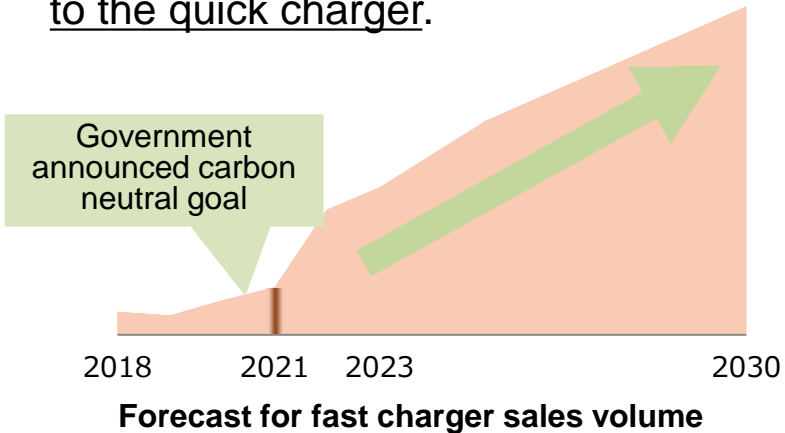
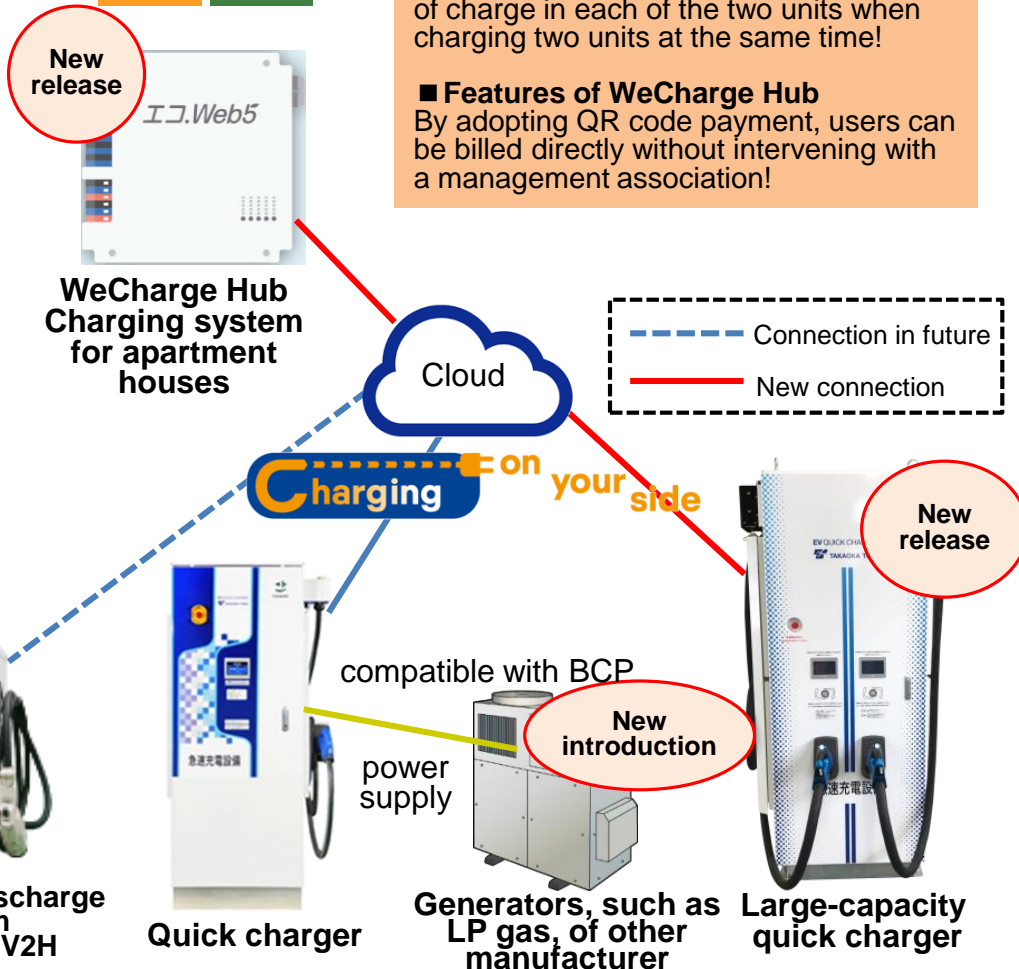
The Electric Vehicle Infrastructure Business Promotion Project is **building and selling new products and services that meet the market needs** by utilizing the cloud for various recharging services in the age of carbon neutrality, and is working to create new values by shifting from selling products to selling services.

In FY 2021, we launched the WeCharge HUB, a controller for EV charging systems for apartment houses. It is a large-capacity quick charger capable of simultaneously charging two electric vehicles with a single unit. There is also a quick charging system for EVs that can be used even during power outages by connecting a generator to the quick charger.



Key!

- **Features of High-Capacity Quick Charger**
Optimizes charging time by dynamically controlling output according to the amount of charge in each of the two units when charging two units at the same time!
- **Features of WeCharge Hub**
By adopting QR code payment, users can be billed directly without intervening with a management association!





9. FY2021 Initiatives

Received an order for "Substation Improvement Plan in Lilongwe, Republic of Malawi "



Our group company, Takaoka Engineering Co., Ltd. received an order from Electricity Supply Corporation of Malawi Limited (ESCOM) for the "Substation Improvement Plan in Lilongwe," which is a grant aid project supported by the Japanese government.

The facilities of the Kanengo and Old Town substations, which are the core substations in the capital city of Lilongwe, are aging. By enhancing the substation facilities, we aim to improve the power supply capacity to industrial clusters and the city center, thereby improving the lives of citizens and laying the groundwork for industrial development.

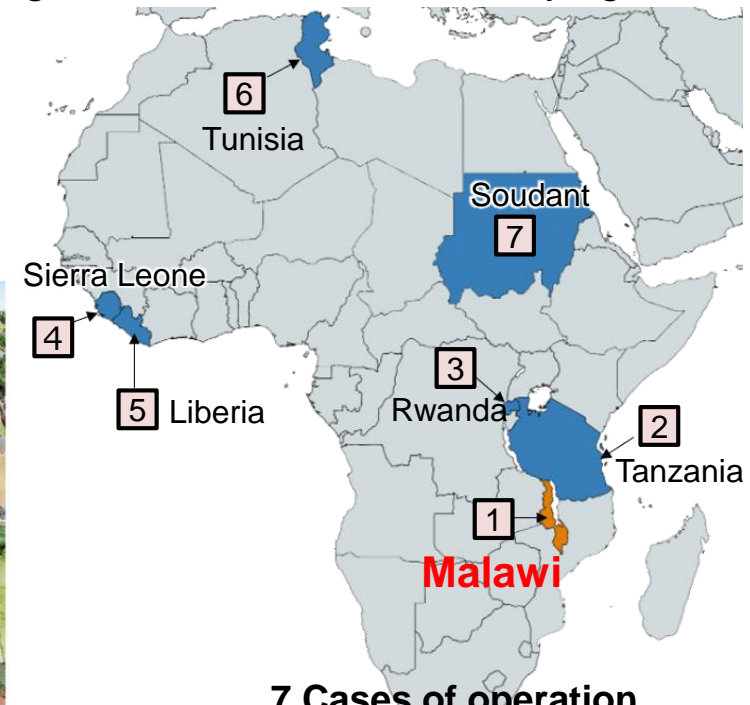
We will continue to contribute to the supply of energy services around the world by providing thorough services in association with engineering, civil and building construction, and procurement, transportation, and installation of electrical equipment.



**Kanengo Substation
conceptual drawing at completion**



**Old Town Substation
conceptual drawing at completion**



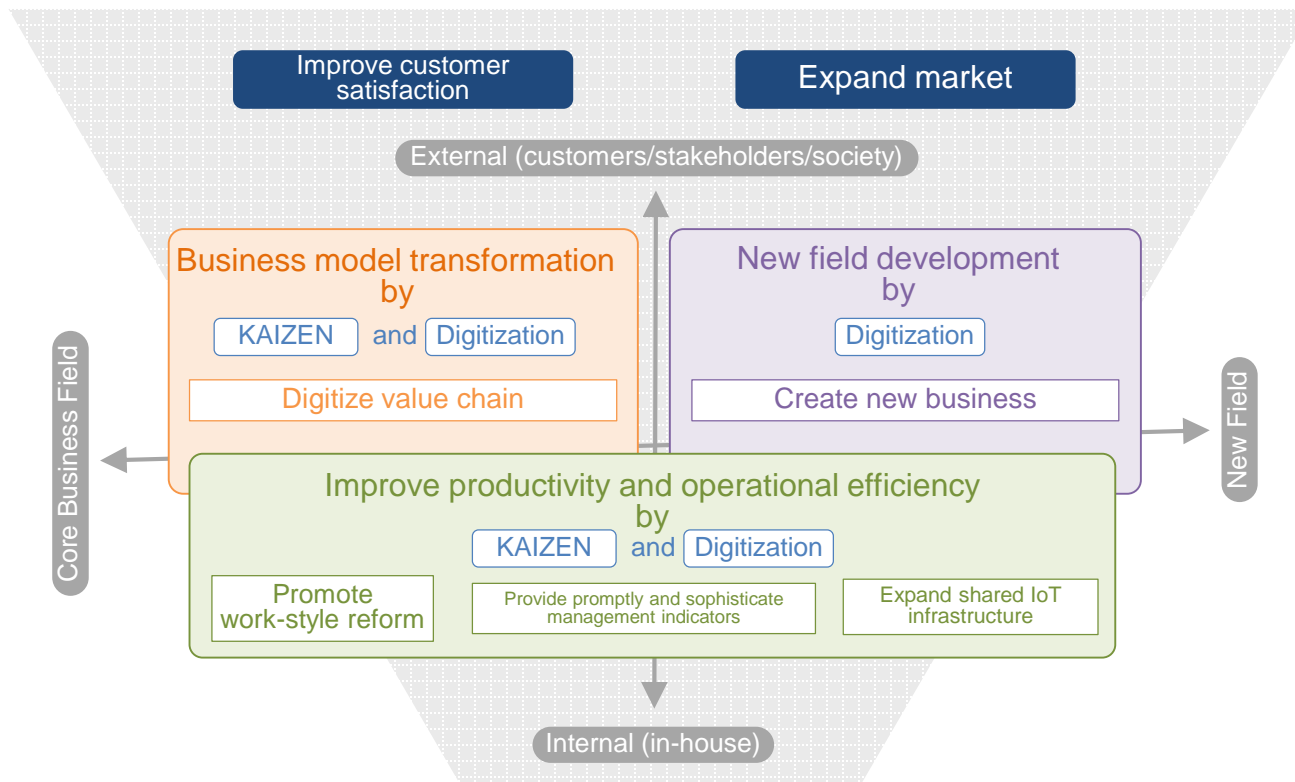
**7 Cases of operation
in Africa (TEC)**



9. FY2021 Initiatives

Formulation of the TAKAOKA TOKO Digital Transformation Strategy (TKTK-DX)

On Sept. 15, 2021, **TAKAOKA TOKO Digital Transformation Strategy (TKTK-DX)** was formulated to build a sustainable society. On Jan. 1, 2022, we were selected as "DX-Certified Operator," under the DX certification system established by the Ministry of Economy, Trade and Industry of Japan. We will accelerate the group's DX in three areas: **transformation of our business model; development of new fields; and improved productivity and greater operational efficiency.**



Definition

■ DX ?

Abbreviation for digital transformation. Utilization of data and digital technology to transform products, services, and business models based on the needs of customers and society, and transform business operations themselves, organizations, processes, and corporate culture and corporate environment to establish a competitive advantage.



9. FY2021 Initiatives

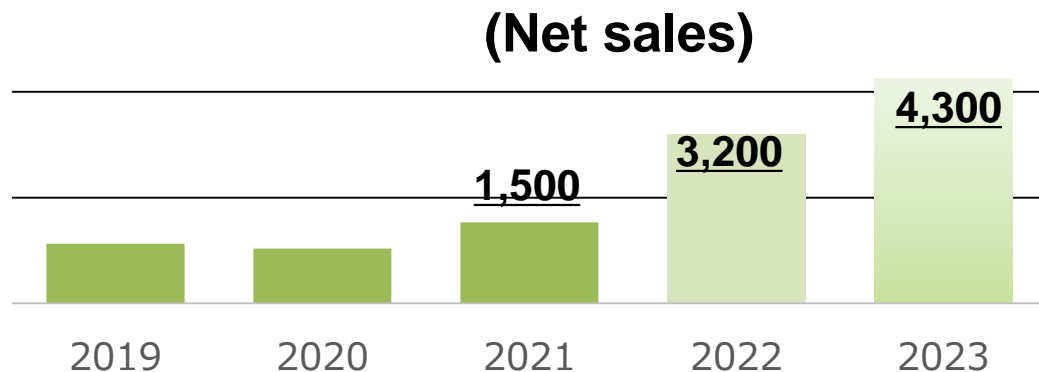
Applied Optics Inspection System Business: Increase orders for 3D inspection systems

Demand for semiconductors is rapidly increasing due to the growing demand for high-spec computers, video game consoles and data centers amid telework and stay-at-home demand, practical use of 5G devices, and advances in automated driving for automobiles and AI technologies. In response, semiconductor package substrate manufacturers are making active capital investments.

We **provide the market with 3D inspection systems** that can inspect the height of microelectrodes (bumps) on semiconductor package substrates used in CPUs for PCs and game consoles with micrometer-level accuracy and at high speed. In particular, the system is **unrivaled and unique** in the inspection of cutting-edge semiconductor package substrates with bumps with a pitch of 55 μm or less.

Backed by robust demand from semiconductor package substrate manufacturers in Japan and overseas, orders in the 3D inspection systems business for FY2021 **increased 8.1 times from the same period last year to 5,400 million yen**. With further growth in demand for semiconductors expected in the future, we will **establish a firm position** in the inspection equipment industry for package substrates by **strengthening our product development capabilities, improving productivity, and expanding production capacity**, and we will try to penetrate the semiconductor manufacturers in addition to semiconductor package substrate manufacturers.

(In millions of yen)



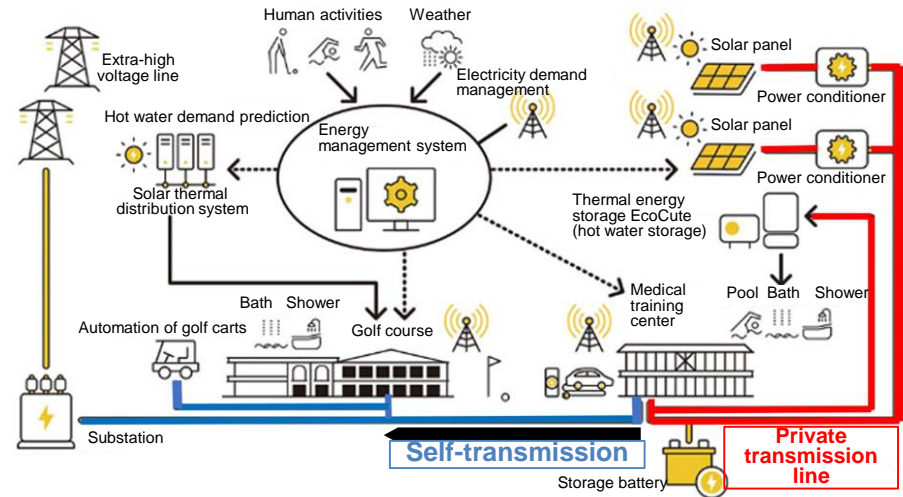
9. FY2021 Initiatives

Power distribution business for the next generation

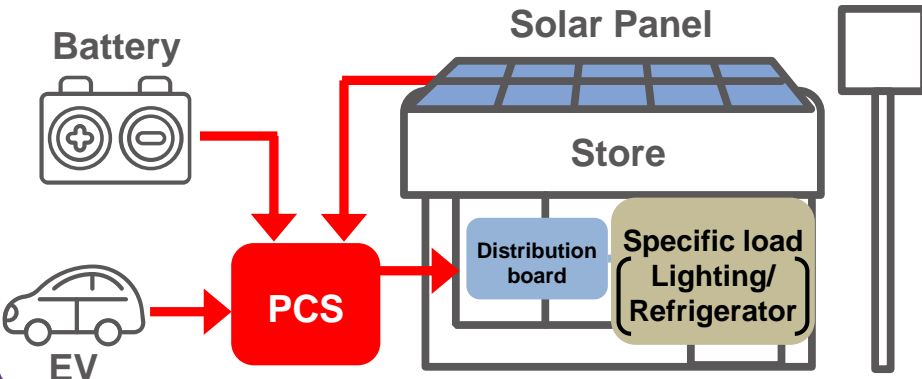
Received New Energy Award for "locally produced and consumed energy system"

On Jan. 26, 2022, a "locally produced and consumed energy system" used at Sport & Do Resort RESOL NO MORI **received the "New Energy Foundation Chairman's Award"** of the New Energy Awards from the Foundation.

This initiative was co-established by Resol Land Development Co., Ltd., Resol No Mori Co., Ltd., Tokyo Electric Power Company Holdings, Inc. and our company, which **maximizes the use of renewable energy through self-generation and self-consumption.**



Developed a "multiple battery energy storage system"



As a new BCP system to enhance flexibility and resilience to the recent spate of disasters, we have developed a multiple battery energy storage system that **secures and supplies power in emergencies for a medium-to-long term by utilizing solar power generation, electric vehicles, and storage batteries.**

This system will contribute to **business survival and regional disaster prevention, in addition to the creation of disaster-resistant stores.**



Cautionary statement regarding the performance forecast

Performance forecasts in this document have been made based on information available as of its publication date, and actual operating results may differ from such forecasts due to various factors.



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