

## The Osaki Group Business Portfolios

### Basic Policy

With a vision to become a “Global Energy Solution Leader” that solves the various energy-related social issues, the OSAKI strengthens its group management and optimizes business portfolio to pursue its sustainable growth in profits.

### Composition of Business Portfolio

OSAKI's business portfolio management is conducted from two perspectives:

1. product/service and regional portfolio; and 2. company-specific portfolio.

#### 1. Portfolio by product/service and region

##### Smart meters & solutions in Japan

OSAKI's main business is sale of smart meters to electric power companies nationwide.

The Company also provides various energy-related solutions and services to customers other than electric power companies, utilizing measurement and control technologies accumulated from smart meter business.

The business portfolio management of *Smart meters & solutions in Japan* is monitored by setting KPIs for each products and services. The following categories are summarized according to types of business.

<Business Portfolio Classification> Smart Meter Business, Solutions Business,  
and Switchgear Business

##### Smart meters & solutions overseas

In overseas, OSAKI expands customer base by responding to market needs in different regions.

The group provides products and services in Oceania, Europe, Asia, and the Middle East.

The business portfolio management of *Smart meters & solutions overseas* is conducted by setting KPIs for each region, and the classification is as follows.

<Business Portfolio Classification> Oceania, Europe, Asia, and Middle East and Others

## Revenue (external sales)

(Millions of yen)

	FY2021 (Actual)	FY2022 (Forecast)	FY2023 (Plan)	FY2024 (Plan)
Smart meters & solutions in Japan	45,983	50,000	50,000	50,500
Smart meter business	29,425	32,000	31,000	30,500
Solution business	10,531	11,500	12,500	13,000
Switchgear business	6,025	6,500	6,500	7,000
Smart meters & solutions in Overseas	29,095	28,000	31,000	32,500
Oceania	10,642	12,000	13,500	15,000
Europe	11,339	10,000	11,500	11,500
Asia	6,041	4,200	3,500	3,000
Middle East and others	1,071	1,800	2,500	3,000
Others	1,105	2,000	2,000	2,000
Total	76,184	80,000	83,000	85,000

## 2. Portfolio by company

Each company in the OSAKI group sets its own KPIs and operations are reviewed in accordance with the KPIs (including the Production Equipment and Real Estate segments).

### Operation and review of business portfolio

Board of Directors sets KPIs for each business portfolio and monitors them on a regular basis. In addition, once a year, the composition of the portfolio is reviewed and discussed based on the progress of KPIs, as necessary, to further manage group operations.

Strategies for each business portfolio (by product and service and by region) are included in our Medium-Term Management Plan.

[https://www.osaki.co.jp/en/notice/20220512\\_Mid-term/main/00/link/2205\\_Plan.pdf](https://www.osaki.co.jp/en/notice/20220512_Mid-term/main/00/link/2205_Plan.pdf)