TMEiC

We drive industry

2025 COMPANY OF THE YEAR

Driving impact across the customer value chain

RECOGNIZED FOR BEST PRACTICES IN THE GLOBAL INDUSTRIAL CARBON-NEUTRAL SOLUTIONS INDUSTRY

FROST & SULLIVAN

Best Practices Criteria for World-Class Performance

Frost & Sullivan applies a rigorous analytical process to evaluate multiple nominees for each award category before determining the final award recipient. The process involves a detailed evaluation of best practices criteria across two dimensions for each nominated company. TMEIC excels in many of the criteria in the industrial carbon-neutral solutions space.



Driving Sustainability, Innovation, and Transformation: The Pillars of a Future-Ready Organization

Harnessing 21 years of industry excellence and visionary strategies, TMEIC has gained the status of a highly renowned brand in the global industrial carbon-neutral solutions' space. As a futuristic, market-responsive company, TMEIC addresses unmet customer requirements with sustainability-oriented best practices. The company's cutting-edge expertise especially in power electronics, renewable energy, and hydrogen technology enables it to effectively tackle industry challenges, evolving trends and shifting customer requirements. TMEIC fuels the pursuit of carbon neutrality by synchronizing with global initiatives (e.g., COP28), focusing on renewable power generation, higher energy efficiency, and minimized fossil fuel dependency. The company proactively supports these objectives through advancements in energy efficiency and renewable energy systems. It increases renewable energy capacity with various solutions, including high-capacity inverters for large-scale solar photovoltaic (PV) plants and energy storage systems (ESS), which are crucial for grid stability and scaling up renewable energy projects. TMEIC successfully fulfils orders of PV and ESS, catching up with the increasing demand as the global economy recovers from COVID-19. Furthermore, TMEIC facilitates technologies that decrease energy losses and carbon footprints while boosting operational efficiency across different industries (e.g., steel production and hydrogen fuel generation). This approach demonstrates its products' vast application diversity and impact, bolstering its competitive edge.

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Emphasizing customer-centric best practices, TMEIC goes to great lengths to tailor solutions to meet end users' unique and evolving requirements. The company leverages comprehensive industry evaluation and robust customer relationships to develop ideal solutions that galvanize unmatched value. In addition, TMEIC's longstanding strategic collaborations with key players in different sectors (e.g., hydrogen and steel production) greatly enhance its ability to respond to customers' evolving demands with optimal solutions.

Frost & Sullivan acknowledges that TMEIC leads the market with groundbreaking solutions that align with current and emerging market needs. Its customer dedication and commitment to sustainability and carbon neutrality propel transformative changes across industries. With its expertise in hydrogen-based technologies, advanced power converters, and industrial solutions tailored for energy-intensive sectors, TMEIC addresses critical challenges in the global economy. By adopting a business framework rooted in sustainability and organizational excellence, the company sets elevated industry benchmarks and poses a formidable challenge to both emerging and established competitors.

Revolutionizing the Market: Harnessing Growth and Megatrends for Industry Leadership

TMEIC implements visionary scenarios and stays ahead of the curve by leveraging two global megatrends, carbon neutrality (CN) and digital transformation (DX). These megatrends underpin the company's "Growth20" strategy, emphasizing business proliferation by responding to global transitions in sustainability, digitalization, and energy. Growth20 enables TMEIC to achieve its three-pronged business goals: 'Global Business Expansion,' 'New Business Acceleration,' and 'Existing Business Stabilization.' With the world progressively shifting to renewable energy, the demand for state-of-the-art energy management and industrial technologies also escalates. Recognizing this change as a critical growth avenue, TMEIC has adapted its product development to address energy transition requirements.

Future-conscious Carbon Neutrality (CN) Solutions[1]

TMEIC's comprehensive portfolio of carbon-neutral initiatives underscores its commitment to driving transformative change and its ability to redefine the industry through innovative solutions. Through in-depth megatrend analysis, the company has developed cutting-edge products with highly valued features, solidifying its position as a leader in innovation. Its strong presence in the green hydrogen sector, a key driver of carbon neutrality, highlights its commitment to sustainable progress and industry transformation. It has delivered various hydrogen technology-based projects, including rectifiers for hydrogen production. With TMEIC'S self-commutated technology, these rectifiers help reduce reactive power and harmonic currents, ensuring smooth operation of hydrogen production facilities and improved integration with renewable energy grids. With this approach, the company aligns with the global inclination toward hydrogen as a clean fuel alternative. TMEIC's extensive industry knowledge allows it to amplify its value proposition with innovative products. For example, it offers explosion-proof electric motors to enhance hydrogen-fuelling stations' efficiency and safety, promoting higher adoption of hydrogen-based vehicles.

Demonstrating exceptional resourcefulness, TMEIC supports high-power industrial applications, including pipeline and hydrogen transportation projects, through its advanced extra-large motors and drive

[1] Frost & Sullivan's Interview and Written Coordination with TMEIC

inverters for compressors. The company replaces conventional gas turbine-powered compressors with advanced motors and systems, significantly reducing carbon emissions and enhancing system efficiency. This initiative perfectly aligns with the growing demand for cleaner, electrified industrial processes.

The company exemplifies vast technological compatibility by resolving customer pain points in various industries. In the past, steel manufacturers supplied power to electric furnaces directly from the AC power grid through circuit breakers and furnace transformers (AC furnaces) or by converting AC to DC with the thyristor rectifier (DC furnaces). However, both methods proved difficult and posed challenges, such as power factor reduction and AC voltage fluctuations in the power grid. Resolving these problems required power capacitors and static var compensation systems to improve the power factor and compensate for voltage fluctuations. To this end, TMEIC has developed its cutting edge CleanArc power solution to support the steel industry with integrated pulse width modulation converter-inverter technology for stable and reliable power. This capability mitigates grid disruptions triggered by conventional electric furnace systems and elevates productivity while condensing energy costs. Additionally, CleanArc enhances the power factor and lowers fluctuations, facilitating environmental and operational efficiency and reducing the need for added power compensation systems. TMEIC has succeeded in securing its first project of CleanArc, a result stemming from TMEIC's pioneering approach to sustainable solutions in heavy industry.

Furthermore, TMEIC offers IE5 ultra-premium efficiency reluctance motors, which minimize energy usage while eliminating the need for rare earth materials. These motors mainly support applications (e.g., ship propulsion systems) where transportation electrification is critical to curtailing carbon emissions, further bolstering the company's leadership in carbon neutrality solutions.

TMEIC recognizes the critical importance of redundant, energy-efficient systems for ensuring seamless operations. With a strong emphasis on technological excellence, it delivers advanced energy-efficient solutions across diverse markets. The company's high-efficiency electric motors for hydrogen stations, drive inverters for the steel and iron industries, and integrated systems for renewable energy optimization highlight the versatility and success of its innovative product portfolio.

Outcome-oriented Digital Transformation (DX) Initiatives[2]

DX reforms how industries run and enrich processes through data and automation. TMEIC is capitalizing on this megatrend through game-changing control systems and smart energy solutions. The company's DX initiatives include an integrated control system that improves power flow between ESS, renewable energy sources, and hydrogen plants. It optimizes energy utilization by predicting power generation from renewable resources and aligning it with the hydrogen plants' requirements. This feature enables efficient energy usage while ensuring energy generation inconsistencies do not interrupt operations. TMEIC's cutting-edge system also stabilizes power networks by controlling reactive power and grid stabilization, thereby eliminating voltage variations and other obstacles.

The company demonstrates strategic foresight and preparedness by recognizing the critical importance of stabilizing power network capabilities in the future of renewable-driven energy systems.

[2] Ibid.

TMEIC's smart energy solutions incorporate real-time data acquisition (from substations and drive inverters) to oversee and enhance energy usage in industrial environments. The solutions facilitate streamlined monitoring and control of energy flows, enabling factories and large energy consumers, such as the iron and steel industries, to significantly reduce their carbon footprints. With in-depth data analysis, TMEIC's energy management solutions predict energy demand, adjust usage, and provide strategic insights to augment plant efficiency.

Augmenting its expertise in the field, TMEIC provides data centers with large-capacity uninterruptible power supply systems. These cutting-edge solutions deliver exceptional efficiency, redundancy, and reliability, making them ideal for Tier 4 data centers with stringent uptime requirements.

The global green hydrogen industry is swiftly expanding, and TMEIC is well-positioned to capture significant market share in this space through its unsurpassed proficiency in AC/DC converters and integrated control systems. The company remains at the hydrogen economy's forefront by balancing fluctuating generation (from renewables) with hydrogen's stable production.

Harnessing major steel projects in the United States and East Asia, TMEIC persistently provides critical components (e.g., drive inverters), boosting energy efficiency and steel quality. The company further proves its superiority by condensing the industry's energy utilization and carbon emissions. Moreover, post-COVID, TMEIC's product demand increased (particularly in data centers and iron and steel industries), indicating technological leadership, solid customer satisfaction, and a high future growth potential.[3]

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>
> ***- Gautham Gnanajothi,***
> ***Global Vice President of Research***

TMEIC's Growth20 strategy is centered on capitalizing on the market opportunities driven by the Carbon Neutrality (CN) and Digital Transformation (DX) megatrends. The company has outlined four major markets and verticals (green hydrogen production, iron and steel industries, data centers, and maritime electrification) where its technologies can shape impactful developments by 2030. The company's versatile power electronics technologies encompassing green hydrogen, industrial electrification, and digital energy management position it as a leader in critical sectors shaping the future. Additionally, Growth20 entails alignment with the rising need for energy-efficient infrastructure in applications such as industrial automation, smart grids, and electrified transport systems.

On the other hand, TMEIC has strengthened its organizational framework and capabilities, emphasizing green and digital solutions. It prompts collaborations across different teams within the company for a synchronized product development approach, thereby addressing the evolving energy transition and digital transformation requirements. Furthermore, TMEIC's hydrogen-centric projects include dedicated

[3] Ibid.

teams working on rectifiers, converters, and control systems that are integral to hydrogen production and transportation. TMEIC's CleanArc solution is gaining significant traction in the steel sector, prompting the company to deploy specialized teams dedicated to enhancing its development. TMEIC's engineers also proactively work on enhancing its high-efficiency electric motors, supporting many applications in industries striving to minimize their carbon emissions.

TMEIC has realized solid demand for its offerings in various Asian markets (e.g., Korea, China, and Japan), especially in the steel manufacturing and other industries. Decarbonization and renewable energy implementation are expanding in North America and Europe. Given this scenario, the company is well-positioned to secure a substantial market share in these regions with its hydrogen, energy management, and industrial electrification solutions.[4]

Frost & Sullivan's research findings suggest that the company's value-centric and future-driven CN and DX strategies fortify its leadership in the industrial segment. TMEIC's visionary growth strategy exhibits its commitment to advocating the global shift toward a more sustainable and digitally integrated future. With persistent solution innovation, the company demonstrates unmatched agility and scalability and delivers superior customer experiences. Aligned with its long-term vision outlined in the Growth20 strategy, TMEIC is poised to continue leveraging opportunities driven by transformative megatrends, paving the way for exponential success.

Empowering Excellence: Best Practices Rooted in Customer Success

TMEIC steadily cultivates success by employing industry best practices in plant and factory operations solutions. These solutions maximize cutting-edge digital technologies for better efficiency, energy management, and operational transparency, staying consistent with the global inclination toward green and data-driven industrial procedures. In addition to smart energy solutions, TMEIC facilitates its smart factory solution, PlantLogMeister (PLM). PLM is an innovative resolution to the common challenge involved with manual data logging. It digitizes operational history, efficiently records crucial information (on plants' operations and maintenance activities), and seamlessly shares data with teams. The company plans to upgrade PLM with the ability to change operational data into analyzable, structured text to boost plants' safety and efficiency. TMEIC spearheads new avenues to help plants achieve peak productivity by combining operational and maintenance records. Furthermore, its best practices-powered TMSpirits solution uses data to support better energy management through real-time forecasting and optimization. By doing so, the solution helps plants lower energy waste and carbon emissions, contributing to the global carbon neutrality objectives.[5]

As a globally renowned company, TMEIC proactively widens its scope and increases its application diversity by entering new markets. It embeds itself into customers' energy management practices, generating new business opportunities and venturing beyond hardware products, into integrated solutions that streamline plant-wide energy operations. With energy management becoming a critical metric for operational success in the era of carbon neutrality, TMEIC's carbon reduction-driven best practices bolster its industrial sector leadership.

[4] Ibid.
[5] Ibid.

TMEIC sustains its leading edge by dynamically pinpointing future trends and creating demand in uncontested markets through innovation, business restructuring, and market positioning strategies. The company understands the value of aligning its organizational framework with the future industrial landscape. In April 2024, TMEIC restructured its business divisions for the sales and engineering of industrial and renewable energy electrical products, creating new entities dedicated to advancing emerging technologies. Recent notable initiatives include the Hydrogen Rectifier Promotion Project (to engineer and sell hydrogen-related solutions) and the Hydrogen Converter Development Project (to develop power electronics for hydrogen production). Furthermore, TMEIC has a Carbon Neutral Business Development Center to expand carbon-neutral businesses. It offers smart energy solutions and industrial-scale power systems. These include power converters that provide 60 hertz (Hz) power to docked ships from the 50Hz shore power system, mitigating carbon dioxide and nitrogen oxide emissions from ships. The company also launched its Electric Furnace System Business Promotion Project in April 2024 to reform steel production with solutions like CleanArc and ensure low-impact power consumption in steelmaking. These new developments have captured optimistic customer reactions, showcasing how TMEIC's strategic organizational realignment positions it as an undisputed industry trailblazer. [6]

The company's unmatched focus on technologies (e.g., energy management systems, hydrogen production solutions, and power electronics) that support the global drive toward carbon neutrality positions it as the first mover in various markets. CleanArc is a prime example of the company's early adopter advantage. With plans to launch carbon-neutral solutions by 2025, TMEIC is strategically positioned to enhance its competitive edge, outpacing market players slower to adapt to the evolving industrial landscape. TMEIC takes its unique value proposition to the next level by building and maintaining trustworthy, longstanding customer relationships. Combining this approach with its sustainability and digital transformation-focused initiatives further reinforces its reputation as a trendsetter in uncontested and fast-growing markets.

Frost & Sullivan finds that TMEIC's best practices implementation and leadership focus resonates with the broader global trends. Its cutting-edge solutions (e.g., smart energy, PLM, and TMSpirits) enable the company to set new operational efficiency and energy management benchmarks. The company's visionary strategies drive consistent success while pioneering frameworks for future growth in sectors transitioning to more sustainable operations.

Driving Financial Resilience Through Visionary Strategies

Underscoring progressive growth, stability, and global expansion, TMEIC secures solid financial performance while addressing market fluctuations. In fiscal 2023, the company reached a record-high consolidated sales of 316 billion yen, fueled by local projects and a broad international market footprint, especially in India, China, and North America. The company anticipates surpassing this number in fiscal 2024, with projected sales exceeding 350 billion yen, representing a year-on-year growth of over 10%. Furthermore, since 2019, the company has achieved an average return on sales of over 5%, highlighting its capacity to overcome supply chain and price competition challenges, especially in foreign markets. This upward momentum testifies to its adaptability and purposeful long-term strategizing.

[6] Ibid.

TMEIC also secures considerable development by investing in overseas production facilities in China, India, and North America. This approach empowers the company to magnify its overseas sales ratio, achieving significant sales growth from international markets. Amid global challenges and intense market competition, TMEIC achieves transformative success through meticulous business management and a relentless focus on enhancing its core capabilities.

The company's user-focused business strategy not only drives financial growth but also ensures the fulfillment of customer expectations. Its green hydrogen project in Japan is an impressive example of this approach, swiftly addressing the customer's operational challenges and fostering avenues for future synergies. TMEIC's customer-first mindset enables it to distinguish itself in the fast-evolving carbon neutrality area. Moreover, its proficiency in forecasting and handling customer issues through solutions like AC/DC converters solidifies its status as a leader in solving sophisticated industrial challenges.

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TMEIC offers the best value for money through its high-quality, efficient, and reliable products, delivering long-term customer benefits. The company's value proposition transcends short-term cost considerations and provides durable solutions that elevate customer profitability and operational efficiency. Rather than competing on price alone, particularly in markets like China, TMEIC emphasizes long-term product value, ensuring customers benefit from reduced operating costs over the product's lifespan. This strategic approach not only positions TMEIC's solutions as more cost-effective over time but also underscores the company's commitment to delivering exceptional technologies at competitive prices, reinforcing its unique market advantage. Its production facilities in India, China, and the United States, alongside central factories in Japan, help design global quality products that meet local standards. The company's vast production network allows it to customize solutions according to each region's demands, demonstrating scalability and reach.

TMEIC's competitive edge is further strengthened by its ability to discern both the apparent needs of its users and the "invisible voices"—the fundamental, often unarticulated challenges they face. The company delivers beyond expectations by recognizing these underlying gaps, generating lasting, sustainable value. This forward-thinking perspective is a core component of TMEIC's business culture.

The company's price/performance value has received positive customer feedback, especially for rectifiers (green hydrogen production) and large-scale steel mill system replacements. TMEIC's dynamic service and ability to outline future projects on the bedrock of past success have resulted in repeat business and enduring partnerships.

Frost & Sullivan notes that TMEIC's stellar financial performance and compelling value proposition are closely tied to its vision of galvanizing lasting customer value. Its dedication to sustainable growth, economic resilience, and a well-executed global expansion strategy drives consistent sales and

profitability, even in challenging market conditions. By prioritizing superior technology and reliability over short-term price wars, the company provides the best possible return on investment over the products' life spans.

Outstanding Customer Experiences and Thought Leadership: A Reputable Brand

TMEIC's customer-centric strategy emphasizes delivering an exceptional experience for both existing and prospective clients. By delivering outstanding pre- and post-deployment service and support, the company sustains strong, lasting relationships with a commitment to exceeding customer expectations. This approach fosters repeat business and new ventures from key accounts across different industries, illustrating the impact of steady user support and elevating satisfaction benchmarks.

The company attracts global customers through top-level sales activities piloted by TMEIC's President and CEO. This high-level engagement enables TMEIC to fully understand user needs and address them from a broader strategic perspective, precipitating better business development and trust. TMEIC also elevates the user experience by customizing products for broad-scale projects. The company further enriches the ownership experience through digitally powered predictive and preventative maintenance, helping customers proactively control equipment conditions, enhance performance, and minimize downtime.

Additionally, TMEIC has a Global Development Network to serve international customers. The network merges the company's expertise from its worldwide production bases and its Japanese factories' technological assets. The company retains strong relations by supporting users throughout the product and service lifecycle, advancing a strong sense of ownership while offering an excellent customer purchase experience.

Implementing a collaborative approach to problem-solving, TMEIC directly works and communicates with users, particularly during maintenance and inspection activities. These interactions give comprehensive insights into customers' operational problems and areas of improvement, allowing the company to respond with optimal solutions. In addition, TMEIC diligently uses customers' feedback and suggestions to address future needs. For example, the company has maximized user evaluations to build carbon-neutral (hydrogen-related) solutions, keeping pace with market demands.

TMEIC's dedication to facilitating the best technical and business information further adds to its distinctiveness. The company capitalizes on exhibitions and academic conferences (on renewable energy and power electronics) to showcase its latest technologies through product demonstrations, amplifying market prominence. These activities also allow TMEIC to gather constructive feedback from customers, academics, and field specialists.

Beyond excellent customer experience, TMEIC bolsters its brand recognition through durable solutions that cater to essential infrastructure industries. TMEIC's focus on longevity and sustainability offers a distinct competitive advantage in industries where equipment lifespans often exceed two decades. This long-term focus cements the company's brand equity and positions it as a partner of choice in numerous industrial sectors such as chemicals, iron and steel, and power generation and so on.

Moreover, the company's trailblazing product portfolio (including rectifiers, UPSs, and motor drives) supports long operational lifecycles, further strengthening the company's reputation as a provider of

trustworthy, top-tier technology. TMEIC's history of proven reliability and deep expertise in power electronics is further reinforced by its strong alliance with Toshiba and Mitsubishi Electric. This partnership empowers the company with advanced semiconductor technologies purposely created for industrial applications.

TMEIC also contributes to academic research and industry advancement, another factor that elevates its brand image. It frequently participates in major international conferences (e.g., icSmartGrid and ICRERA) to give keynote speeches on the latest smart grids, renewable energy, and power electronics innovations. The company also supports leading research institutions like the Center for Power Electronics Systems at Virginia Tech, a hub for power electronics research. By collaborating with the academic community, TMEIC positions itself as a thought leader and illustrates a solid commitment to driving market evolution.

The company's meticulous branding strategy promotes revenue growth and profitable margins, acquiring stable local and global sales. TMEIC's widespread business success attests to its superior brand equity and customers' high confidence in its solutions.

Frost & Sullivan commends TMEIC's focus on outstanding customer ownership, purchase, and service experiences while maintaining exceptional brand strength. The company's innovative offerings empower long-term customer value, reliability, and excellence, proving its dedication to technological breakthroughs. Guided by the Growth20 strategy, TMEIC is ideally positioned to lead the charge toward carbon neutrality and remain an industry pioneer.

Conclusion

Leveraging two decades of industry expertise, a steadfast commitment to sustainability, technological innovation, and a user-centric approach, TMEIC has established itself as a leading provider of carbon-neutral industrial solutions. Aligning with the globally shifting market landscape and carbon neutrality initiatives, the company is making strides with its power electronics, renewable energy, and hydrogen solutions. Its cutting-edge products improve energy efficiency and renewable capacity. Accentuating the global megatrends of carbon neutrality and digital transformation, TMEIC drives its game-changing Growth20 strategy that centers on environmental responsibility, digitalization, and energy transitions. Its comprehensive and holistic portfolio of products and solutions address some of the most complex industrial challenges. The company's positioning in green hydrogen, iron/steel manufacturing, and renewable energy markets testifies to its visionary strategies and technological excellence.

With its strong overall performance, TMEIC earns Frost & Sullivan's 2025 Global Company of the Year Award in the industrial carbon-neutral solutions industry.

What You Need to Know about the Company of the Year Recognition

Frost & Sullivan's Company of the Year Award is its top honor and recognizes the market participant that exemplifies visionary innovation, market-leading performance, and unmatched customer care.

Best Practices Award Analysis

For the Company of the Year Award, Frost & Sullivan analysts independently evaluated the criteria listed below.

Visionary Innovation & Performance

Addressing Unmet Needs: Customers' unmet or under-served needs are unearthed and addressed by a robust solution development process

Visionary Scenarios Through Mega Trends: Long-range, macro-level scenarios are incorporated into the innovation strategy through the use of Mega Trends, thereby enabling first-to-market solutions and new growth opportunities

Leadership Focus: Company focuses on building a leadership position in core markets and on creating stiff barriers to entry for new competitors

Best Practices Implementation: Best-in-class implementation is characterized by processes, tools, or activities that generate a consistent and repeatable level of success

Financial Performance: Strong overall business performance is achieved in terms of revenue, revenue growth, operating margin, and other key financial metrics

Customer Impact

Price/Performance Value: Products or services provide the best value for the price compared to similar market offerings

Customer Purchase Experience: Quality of the purchase experience assures customers that they are buying the optimal solution for addressing their unique needs and constraints

Customer Ownership Experience: Customers proudly own the company's product or service and have a positive experience throughout the life of the product or service

Customer Service Experience: Customer service is accessible, fast, stress-free, and high quality

Brand Equity: Customers perceive the brand positively and exhibit high brand loyalty

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The Growth Pipeline Engine™

Frost & Sullivan's proprietary model to systematically create ongoing growth opportunities and strategies for our clients is fuelled by the Innovation Generator™.
Learn more.

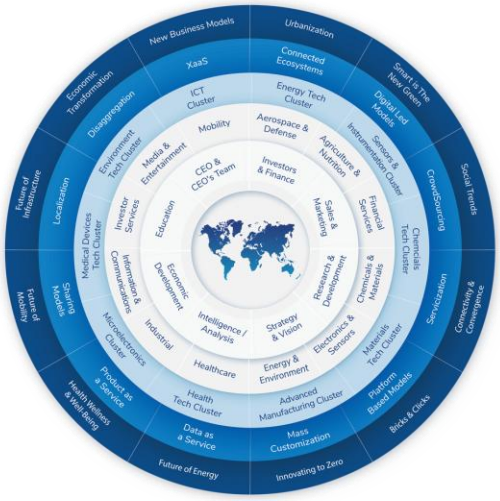


Key Impacts:

- **Growth Pipeline:** *Continuous Flow of Growth Opportunities*
- **Growth Strategies:** *Proven Best Practices*
- **Innovation Culture:** *Optimized Customer Experience*
- **ROI & Margin:** *Implementation Excellence*
- **Transformational Growth:** *Industry Leadership*

The Innovation Generator™

Our 6 analytical perspectives are crucial in capturing the broadest range of innovative growth opportunities, most of which occur at the points of these perspectives.



Analytical Perspectives:

- Mega Trend (MT)
- Business Model (BM)
- Technology (TE)
- Industries (IN)
- Customer (CU)
- Geographies (GE)