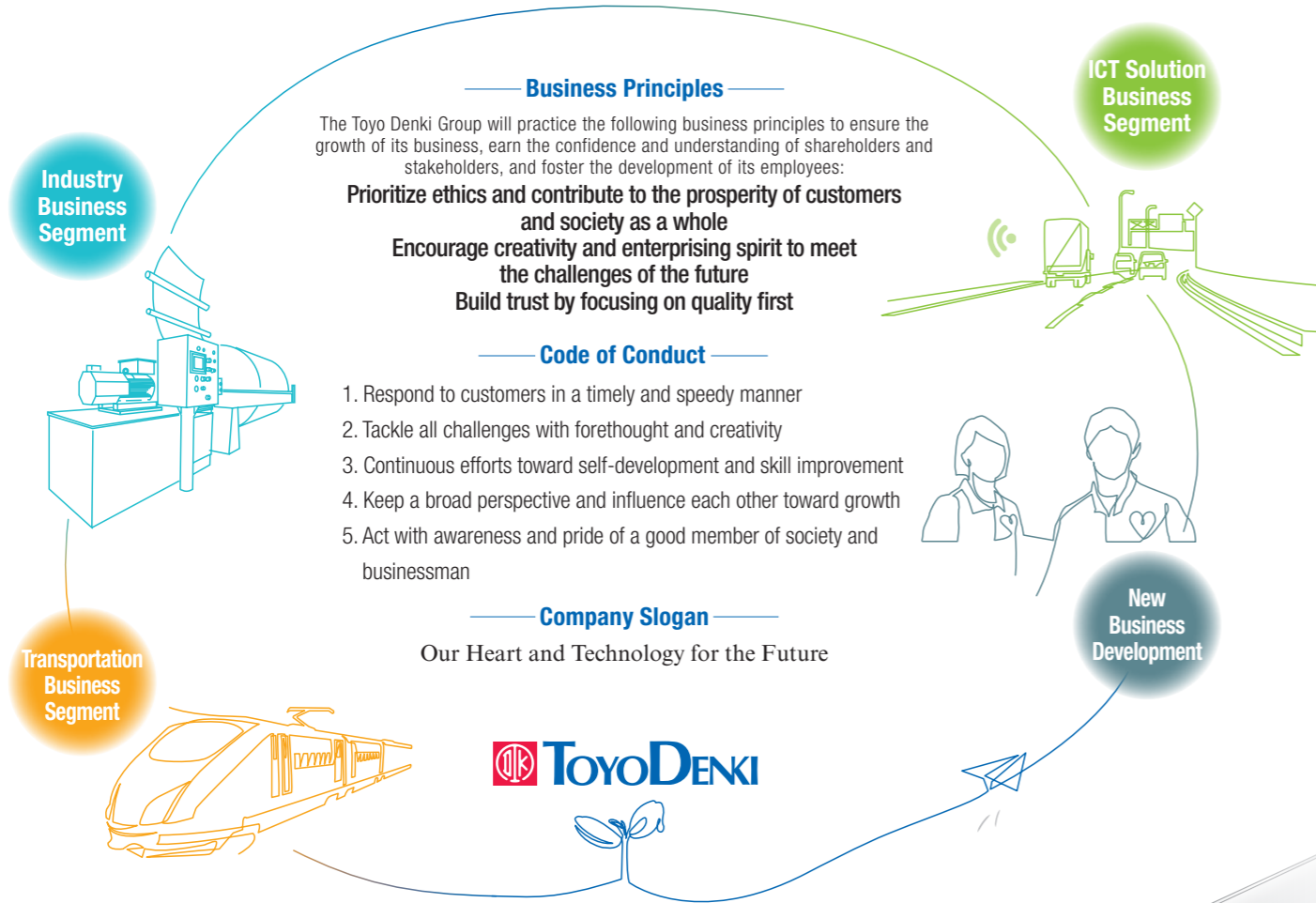


Our Long-Term Vision

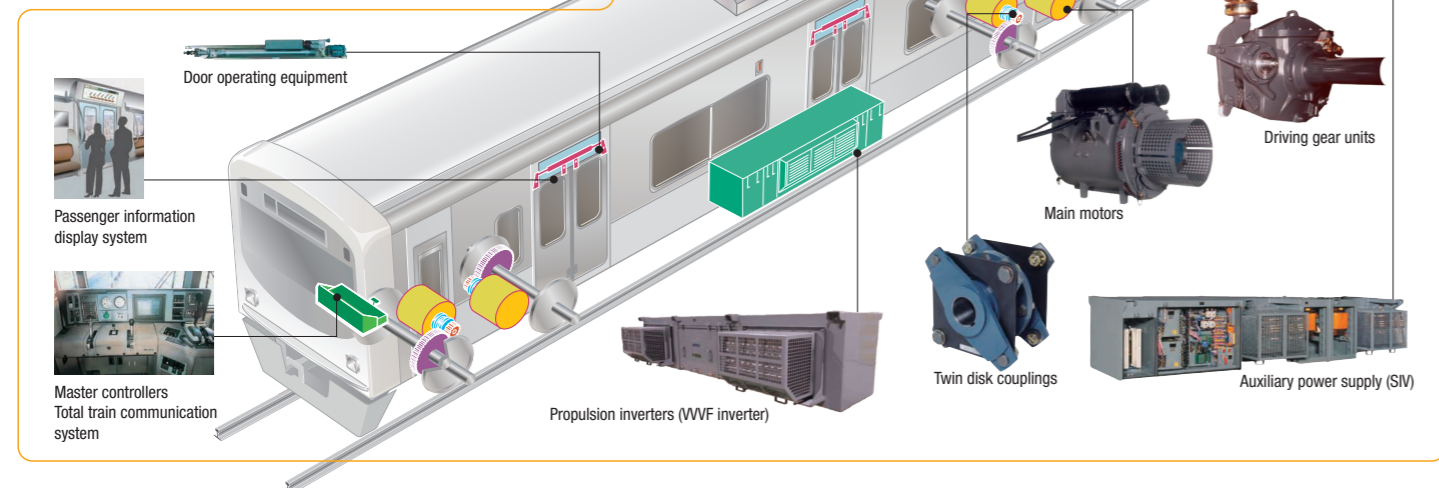
Based on a firm management foundation, we help build social and industrial infrastructure systems that are considerate of the global environment through the global provision of high-quality products that integrate our breakthrough advanced technologies.



Transportation Business Segment

Electrical equipment for rail vehicles manufactured by the Company using its technological capability developed since its founding covers a wide range of fields, including propulsion systems (drive systems), auxiliary power supply and total train communication systems, and is designed to enhance the safety and comfort of trains.

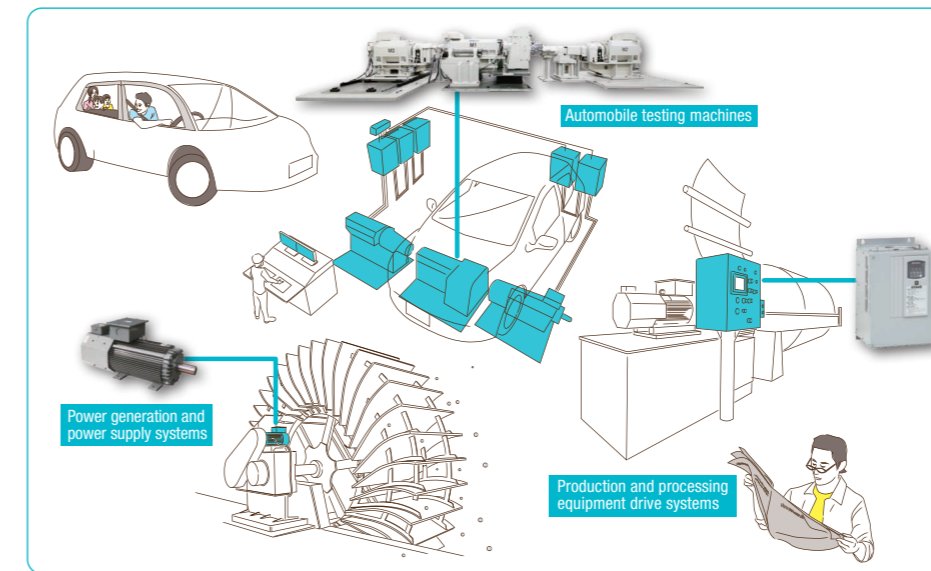
In addition, the provision of maintenance services by our Group companies contributes to the maintenance and development of railway infrastructure in Japan and overseas.



infrastructure systems that are considerate of the global environment exceptional motor drive technologies since establishment with our

Industry Business Segment

The Company is extensively contributing to customers at home and abroad through drive systems for general industrial machinery and equipment, automobile testing machines and power supply systems that are indispensable to the daily lives of people. In addition, we address manufacturing that contributes to the prevention of global warming, while providing products manufactured through high system-building technologies that make full use of energy-saving motors, inverters, FA controllers and networks.



ICT Solution Business Segment

In the ICT Solution Business segment, we operate in the two fields of railway station operating equipment systems and IoT solutions, by merging advanced ICT and electronics. With regard to railway station operating equipment systems, we develop and manufacture commuter pass issuing machines that quickly became IC card compliant and supplementary on-board ticket issuing devices, and provide host systems by leveraging cloud and IoT technologies. In doing so, we supply railway operators with systems for smooth fare collection and income management.

Our IoT solutions enable monitoring and control of mobile entities and remote equipment through services that leverage cloud computing and mobile communication, and thus greatly contribute to customers' efforts to streamline operations and optimize equipment maintenance.



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Editorial Policy

We have been publishing this report since 2013 with the goal of allowing a wide range of stakeholders to have a better understanding of the Company. This report combines our management policy with reports on our businesses, sustainability, governance, finances, and other matters. We are committed to describing our initiatives during the year and our future direction in a manner that is easy to understand.

Period Covered by This Report

This report focuses on our activities in fiscal 2022 (from June 2022 to May 2023), but also contains some information from outside this period.

Organizations Covered by This Report

This report covers Toyo Denki Seizo K.K. and its subsidiaries and affiliates listed on Page XX.

Reference Guidelines

The GRI Sustainability Reporting Standards (GRI Standards) / IIRC / Guidance for Value Creation / TCFD / Human Capital Guidelines