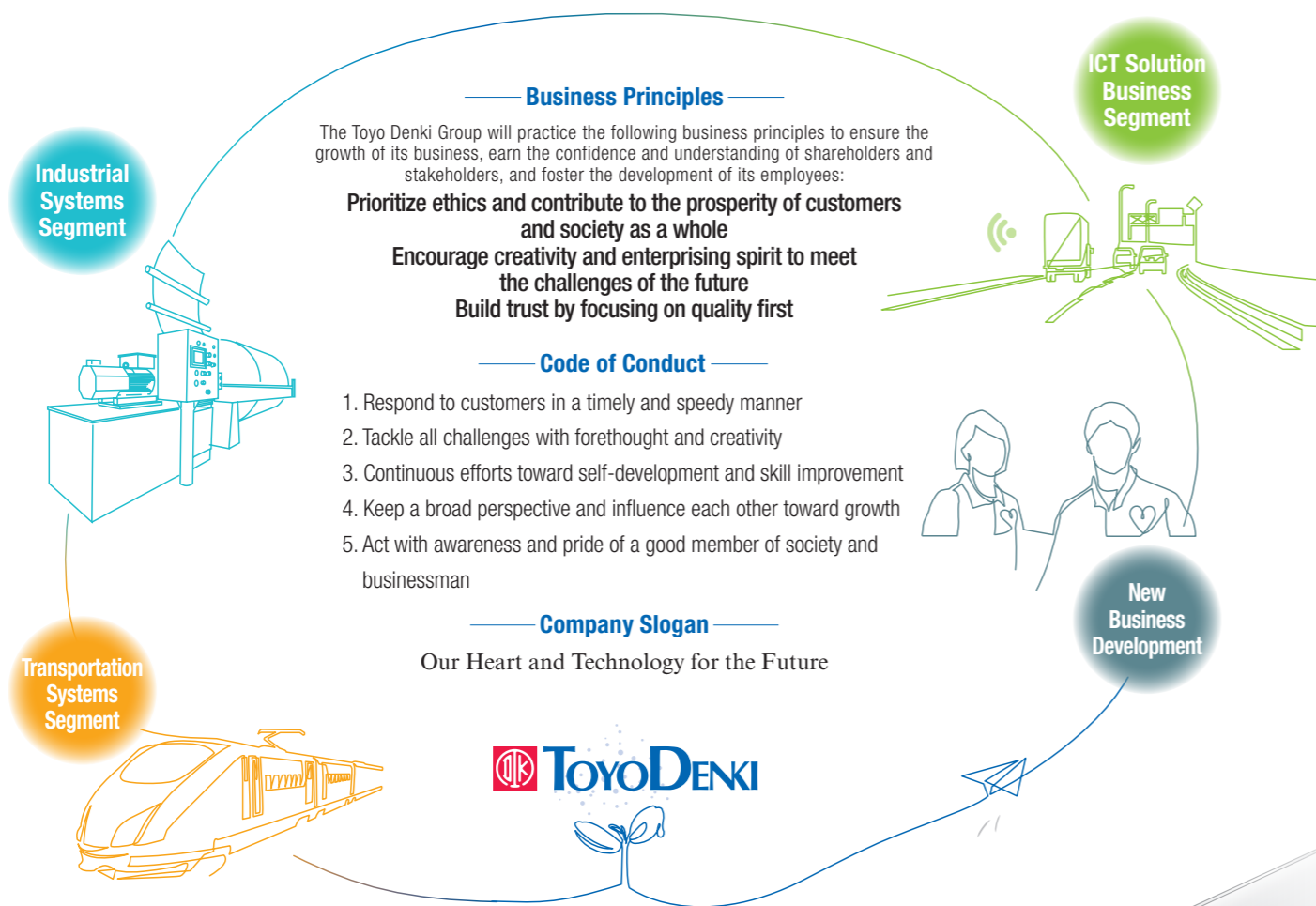


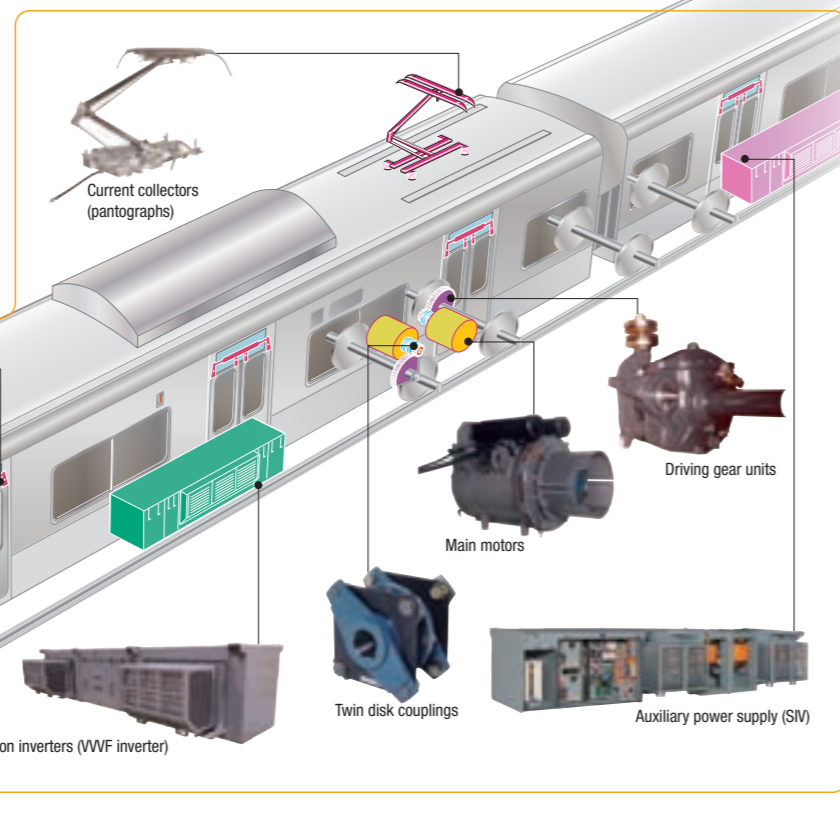
Our Long-Term Vision

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 Systems Segment

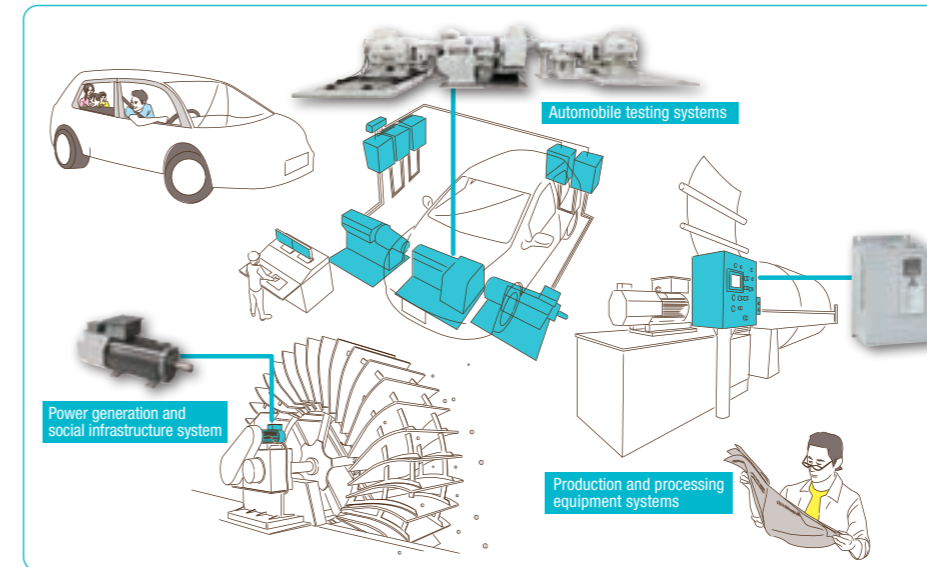
Electrical equipment for rail vehicles manufactured by the Company using its technological capability developed over 100 years covers a wide range of fields, including propulsion systems (drive systems), auxiliary power supply and door-closing units of trains, and we contribute to the maintenance and development of railway infrastructure overseas, not to mention in Japan, by pursuing safety and comfort of trains.



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

Industrial Systems Segment

The Company is extensively contributing to customers at home and abroad through general industrial machinery and equipment, testing equipment for automobile development and social infrastructure equipment that is 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 telecommunications technologies and mechatronics. With regard to railway station operating equipment systems, we develop and manufacture commuter pass issuing machines that quickly became IC card compliant and portable terminal devices for conductors, and provide systems for smooth fare collection and income management system to railway operators. Our IoT solutions greatly contribute to labor saving and maintenance saving of customers through realization of various equipment monitoring and position monitoring, by leveraging cloud computing.



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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 2021 (from June 2021 to May 2022), 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