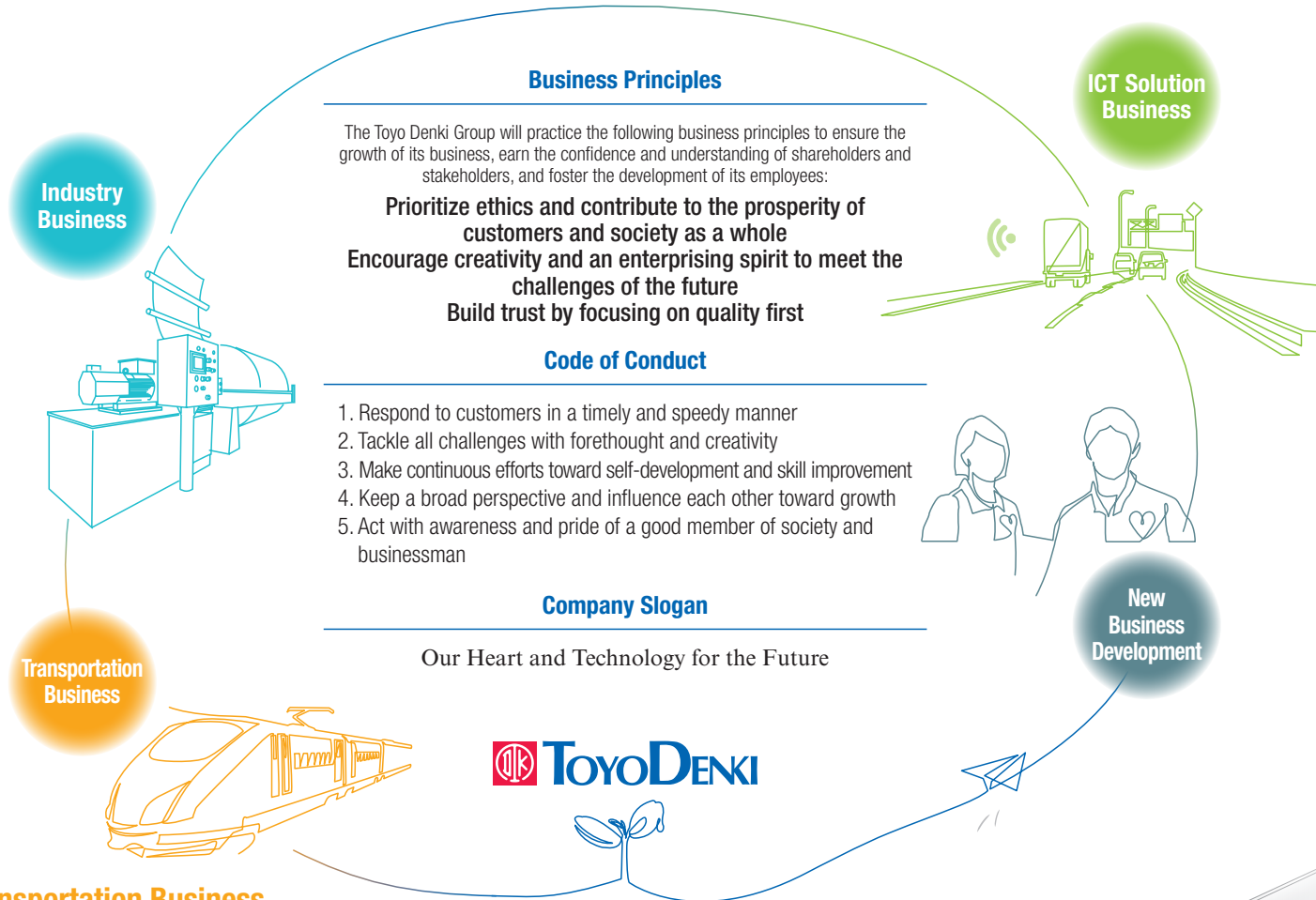


Our Long-Term Vision

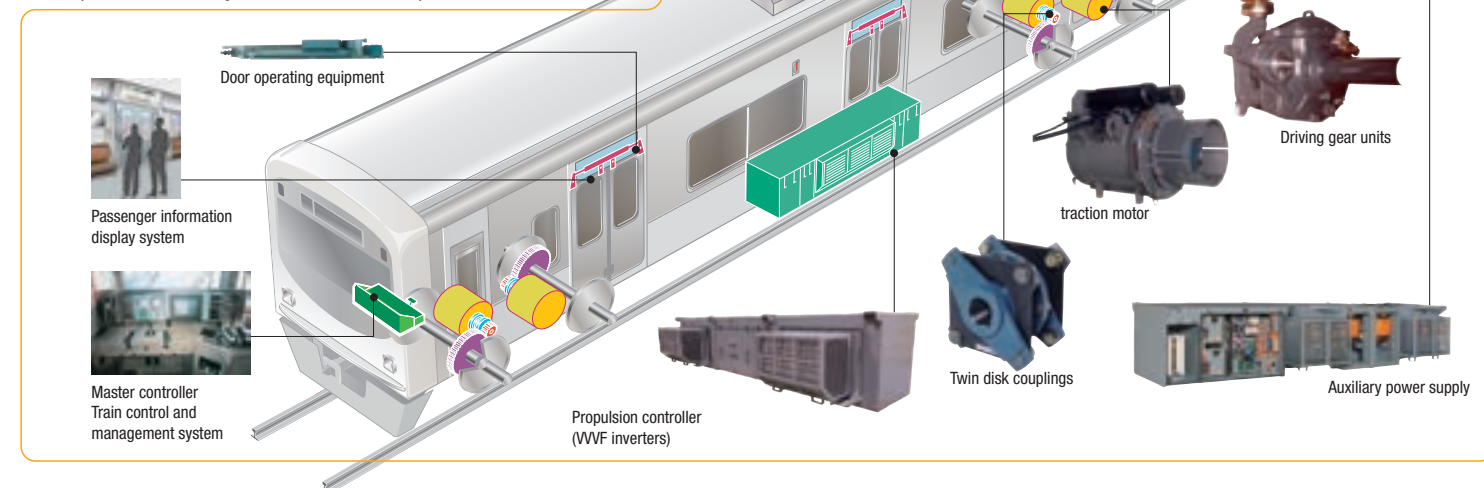
Based on a firm management foundation, we help build social and environment through the global provision of high-quality products establishment with our breakthrough advanced technologies.



Transportation Business

Electrical equipment for railway vehicles manufactured by the Company using its technological capability developed since its founding covers a wide range of product groups, including Propulsion controller, driving gear units, current collectors (pantographs), traction motor, auxiliary power supply and Train control and management system, and is designed to enhance the safety and comfort of trains.

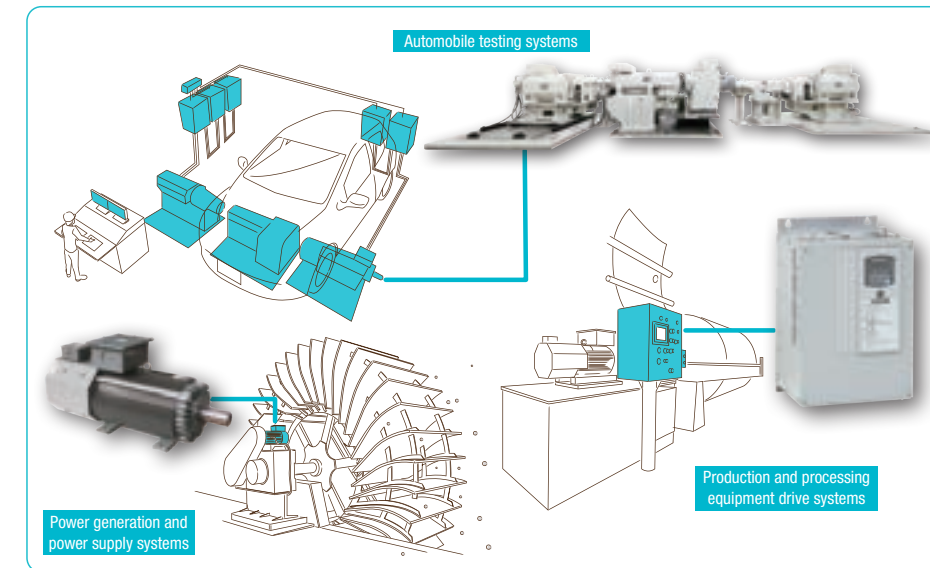
Furthermore, the provision of maintenance services that extend from repairing failures and equipment renewal by the Group companies contributes to the maintenance and development of railway infrastructure in Japan and overseas.



industrial infrastructure systems that are considerate of the global that integrate our exceptional motor drive technologies since

Industry Business

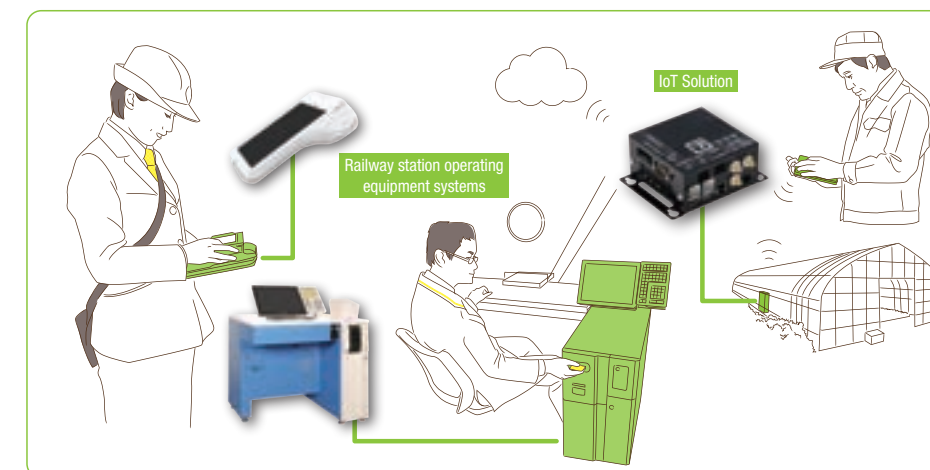
The Company is extensively contributing to customers at home and abroad through automobile testing systems, production and processing equipment drive systems, and power generation and power supply systems that are indispensable to the daily lives of people. In addition, we address manufacturing that contributes to the realization of a sustainable society, 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

In the ICT Solution Business, 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 machine that quickly became IC card compliant and handsets for conductors, 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 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 2023 (from June 2023 to May 2024), 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 53.

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