



Giving shape to excitement by bringing people and technology together.



❖Name: Ryoden Corporation

❖Date established: April 22, 1947

❖Corporate Officers: Representative Director of Board Katsuyuki Tomizawa
Senior Executive Officer Shunichi Higashi
Senior Executive Officer Kazumoto Yogosawa
External Director Hideki Matsuo
External Director Goro Fujiwara
External Director Yuka Ogasawara
Director and Audit and Supervisory Committee Member Hirozou Tomomori
External Director and Audit and Supervisory Committee Member Noriko Sekiguchi
External Director and Audit and Supervisory Committee Member Thomas Witty
Senior Executive Officer Kou Oniwa
Senior Executive Officer Yasumaru Tokiwa
Senior Executive Officer Hiroshi Hiraide
Senior Executive Officer Tetsuji Sorita
Senior Executive Officer Keiichi Yaji
Senior Executive Officer Shinji Inazawa
Senior Executive Officer Shigechika Motoyama
Senior Executive Officer Yasuhiro Shibata
Executive Officer Takamasa Nitta
Executive Officer Keiichi Akashi
Executive Officer Koichi Imaishi
Executive Officer Norihiko Yamamoto
Executive Officer Noriyuki Shimizu
Executive Officer Tomoyuki Sugai
Executive Officer Naoki Kasano
Executive Officer Satoshi Asahina

❖Capital: ¥10,334,298,875 (as of March 31, 2024)

❖Listing: Prime Market, Tokyo Stock Exchange

❖Employees: 1,360 (consolidated, as of March 31, 2024)

❖Net sales: ¥259,008 million (FY ending March 2024, consolidated)

❖Domestic network: 27 locations

❖Overseas network: 21 locations

❖Affiliated companies: 5 companies

❖Main lines of business: Factory automation systems
Cooling & heating/building systems
Electronics
X-Tech (Cross Tech), smart agriculture, healthcare, ICT

❖Principal dealer/agent for
Mitsubishi Electric Corp. / Nisshinbo Micro Devices Inc.
Isahaya Electronics Corp. / Cognex K.K.
Sanken Electric Co., Ltd. / Nichicon Corp.
Kubota Air Conditioner Co., Ltd. / Micron Japan, Ltd.
indie Semiconductor Truly Semiconductors LTD
Vishay Intertechnology,Inc. OmniVision Technologies, Inc.
Allegro MicroSystems,LLC

❖URL https://www.ryoden.co.jp

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Forging ahead toward our centenary as a business creation company

❖ Message from the President

Ryoden Corporation aims to create new value for customers by designing customer experiences (CX) in our four core businesses of factory automation, cooling & heating, building solutions, and devices. We've also developed six new management service platforms converting our technological knowledge into unique content based on our digital transformation (DX) strategy. Additionally, we're expanding into the new fields of smart agriculture and healthcare. We're embracing new challenges as only we can.

We find ourselves operating in a rapidly changing society. Swift progress is being made in the 3 Ds—dynamism, DX, and diversity. New geopolitical risks have emerged in the aftermath of Covid. Values and behavior patterns are consequently being transformed. Meanwhile, the market landscape is characterized by growing volatility, uncertainty, complexity, and ambiguity. The future is becoming increasingly unpredictable. An unforeseen event could occur at any time.

At this inflection point in history, we are committed to boldly reinventing ourselves. To that end, we will pinpoint factors giving rise to new challenges and design and execute concrete solutions. Through these efforts, we will create opportunities to achieve growth.

FY 2024 is the last year of our current medium-term management plan, ICHIGAN 2024.

The Ryoden Group is determined to attain the transformational goals set out therein. We will thus help build a sustainable society through our commitment to the environment, security, and safety. Such is our vision for ourselves as we approach a century in business.

President and CEO *Katsuyuki Tomizawa*



Ryoden's Unique Business Model

Four Core Businesses

❖ Factory Automation Systems



We deliver high-value-added solutions that make the manufacturing process smarter and more efficient. To that end we do joint research with academia and draw on the knowledge of our tactical technology divisions. Our offerings range from factory automation controllers, drive units, and numerically controlled equipment to robots, laser machining equipment, and AI vision systems. With this extensive lineup, we can serve all your factory needs, whether boosting productivity, conserving energy, or saving manpower.



Mitsubishi Electric Collaborative Robot (MELFA ASSISTA)



Mitsubishi Electric laser processing machine



Mitsubishi Electric sequencer

❖ Cooling & Heating Systems



Our solutions run the gamut, from selling facilities and equipment for commercial buildings, manufacturing plants, and distribution centers to designing and installing air conditioning systems and clean rooms. We can help you save energy as well. We offer ideas for achieving a safe, comfortable interior. Besides developing eco-friendly air-conditioned and low-temperature environments and heat mitigation strategies, these include implementing efficient building management and ZEB (Net Zero Energy Buildings).



Mitsubishi Electric packaged air conditioning



Kubota Air Conditioner targeted air conditioning unit

❖ Building Systems

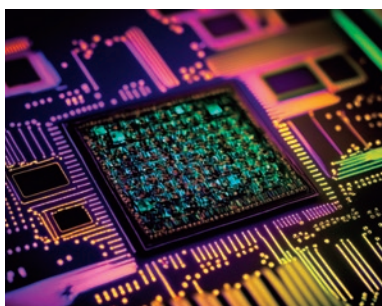


We support your building plans by delivering value added across the board, starting with critical facilities. We coordinate the entire process, from installing Mitsubishi elevators and other key equipment to ensuring safety and security and developing environmental and energy-saving features. Working with our partners, we recommend the facilities and systems best tailored to your requirements.



Mitsubishi Electric observation elevator

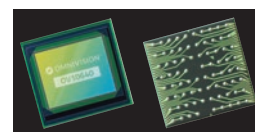
❖ Electronics



We operate on the cutting edge of the constantly evolving electronics industry, offering semiconductors and devices optimized to the customer. We deliver solutions that meet today's ever more sophisticated needs.



Mitsubishi Electric SiC power modules



OMNIVISION CMOS sensors

The 4 Core Businesses and 3 New Businesses Underpinning Ryoden

Three New Businesses (X-Tech)

❖ Smart Agriculture



Our next-generation farm services are helping society achieve food sustainability. Smart Agri Platform, Ryoden's proprietary next-generation farm service, delivers true value to companies entering the next-generation agriculture field.



Next-Generation Plant Factory, BlockFARM

❖ Healthcare



The integrated medical imaging system "RIDERS" enables centralized management of all images within a medical facility. Screen integration across devices not only allows data to be shared; it also delivers greater safety, security, and efficiency while creating a better training environment.



Medical information system (simulated image)

❖ ICT



Your ICT environment is the foundation of your business, and we cover all the bases. We offer a multivendor selection of products and systems optimized to your needs. These range from video management systems, RFID solutions, and security solutions to servers and other hardware, as well as network equipment.

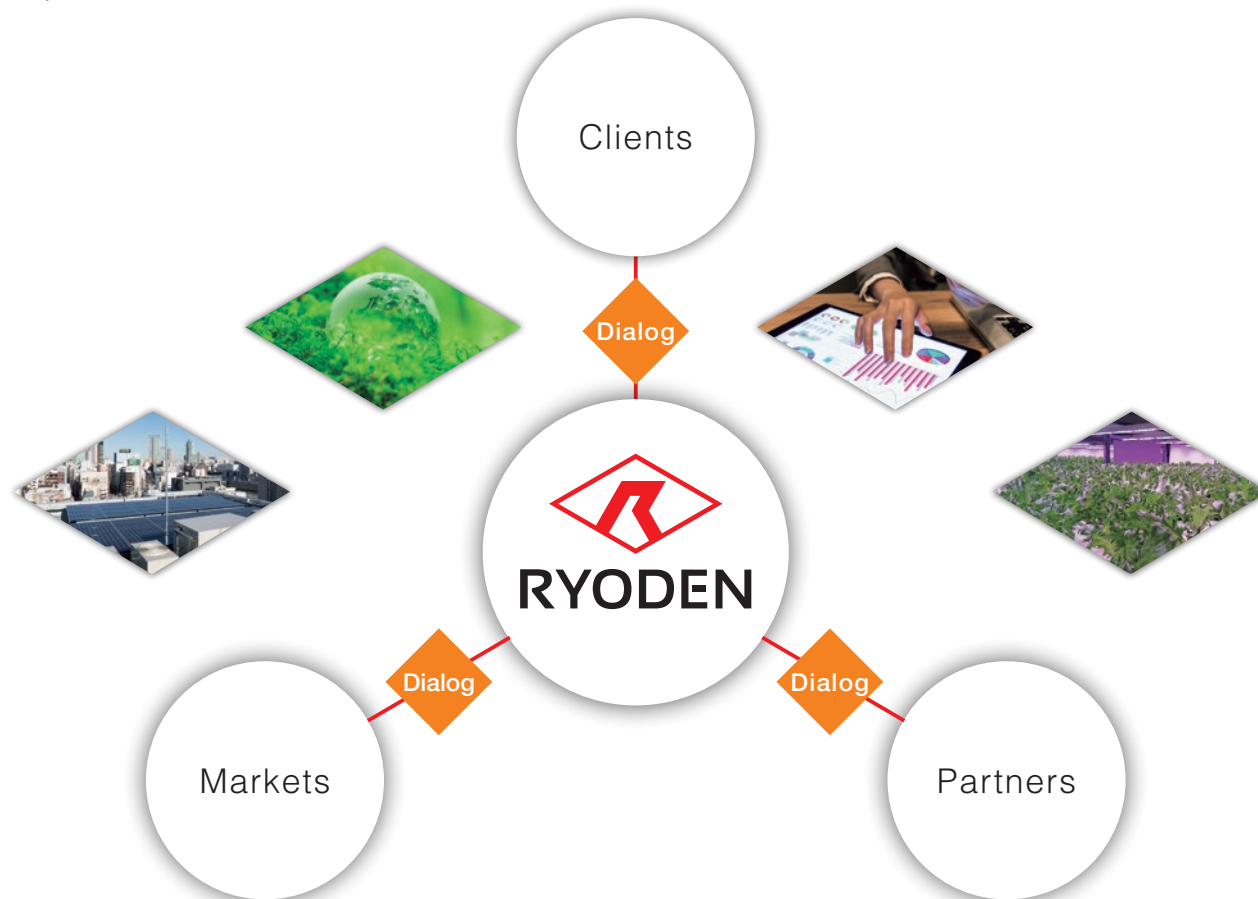


Video camera solution FlaRevo

Ryoden's Strengths

A Business Creation Company with a Global Presence

Over our long history since 1947, we have developed three strengths: our technological prowess, our global network, and our extensive range of business domains. By fully harnessing these strengths in Japan and worldwide, we foster closer coordination between our clients and our partners. We are thus able to recommend and implement the best solution or system for each client's needs.



Ryoden's four core businesses are factory automation systems, cooling & heating systems, building systems, and electronics. We've also expanded into smart agriculture, healthcare, and ICT, which we consider our three growth businesses. Through our operations in these varied fields, we're helping solve the challenges facing the global environment and build a safer, more secure society.



Delivering Business and Societal Solutions by Leveraging Our 3 Strengths to the Max

❖ Strength 01 <Extensive business range>

Creating new value by pooling the strengths of our four core businesses

Thanks to the trust we've built up with our partner companies and clients, we've developed an impressive range of capabilities in four core businesses: factory automation systems, cooling & heating systems, building systems, and electronics. By combining these capabilities to create new value, we're able to recommend the optimum solution to whatever challenges you face. In factory automation systems, we deliver end-to-end solutions that digitally transform manufacturing through seamless integration of processing, assembly, transport, and inspection. In cooling & heating and building systems, meanwhile, we're expanding our range of operations. In electronics, we're focused on the EV market. We're determined to grow our core businesses.



❖ Strength 02 <Our ICT prowess>

Delivering ahead-of-the-curve solutions by leveraging our cutting-edge ICT expertise

Thanks to the technical prowess we've developed in our four core businesses, Ryoden is fully equipped to offer ahead-of-the-curve solutions optimized to your needs. We're always a step ahead of market trends. Our recently established Strategic Technology Center coordinates business creation technologies. By concentrating development resources, we're constantly working to deploy existing technologies and identify and optimize new ones.



❖ Strength 03 <Glocalization>

A global network of 27 locations in Japan and 21 overseas

Since setting up a local affiliate in Singapore in 1990, Ryoden has built a network of locations right there on the spot ready to serve the varying needs of clients with a global presence. Currently we have 27 locations in Japan and 21 overseas in Asia, Europe, and North America. With our global perspective, we help clients in each of these regions solve their problems by bringing them world-class technologies and services.



Ryoden's Community Initiatives and CSR Activities

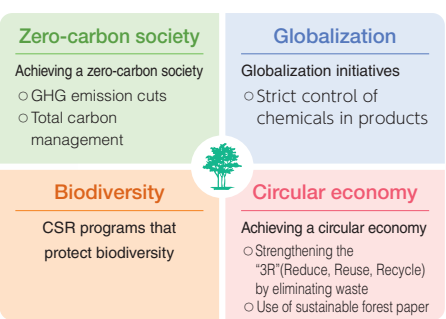
[Action on the SDGs]

We've identified seven Sustainable Development Goals (SDGs) as business priorities. By pursuing these, we're committed to helping solve the problems facing our society.



[Action on the Environment]

We're redoubling efforts to achieve a zero-carbon society and a circular economy. We're also strengthening globalization initiatives while implementing CSR programs that protect biodiversity.



The Ryoden Group's Environmental Vision

[How we envision ourselves in 2030]

An eco-friendly business helping to build a sustainable society

- ❖ We will redouble our efforts to transition from a low-carbon society to a zero-carbon society by rising to the challenge of eliminating greenhouse-gas emissions from power use; and providing solutions like zero-energy buildings that reduce environmental impacts.
- ❖ We will boost environmental value by crafting environmental solutions that instill a product lifecycle mindset.

Community Initiatives

We value communication with local communities. That's why we constantly strive to forge strong bonds with them. We also consider how to protect biodiversity in all we do. We undertake environmental beautification projects in Japan and abroad with the goals of promoting better understanding, a can-do spirit, and closer ties with others.

- | Head Office (Tokyo)
- | West Japan Executive Office
- | Ryosho Electronics (Shanghai) Company



Beautification project around head office



Cleaning up the the Kanzaki River as part of Osaka Prefecture's Adopt a River program



Cleaning up Lushun Cherry Blossom Garden (National Forest Park Hill 203)

NOTE: These are just a few of our community activities.

CSR Activities

We implement programs and develop a workplace environment designed to foster mutual respect for diversity and enable all employees to fulfil their potential while growing together. We thus empower them to play an active role in our business. We seek to create an environment where everyone can make the most of their abilities.

The Omura Bay SDGs Project

We consider sustainability a cornerstone of our business. We have therefore formulated the Ryoden Group CSR Policy to guide our quest for effective solutions to challenges facing society and local communities. In line with this policy, we have recently donated to the Omura Bay SDGs Project being implemented by Omura, Nagasaki Prefecture. This project aims to improve water quality in the bay and reduce CO2 levels. It was selected from suggestions submitted by employees.



Hometown Tax Donation to Ueda, Nagano Prefecture

Utilizing the hometown tax donation program for businesses, we recently donated to a project designed to boost local industry in Ueda, Nagano Prefecture, by establishing an HR development hub. This project applies laser machining technology boasting a smaller environmental footprint, which was jointly developed by Ryoden with Shinshu University.



Ryoden Chosen as Official Paralympic Art Partner

Ryoden strongly supports the ideals and activities of Paralympic Art, an organization dedicated to empowering people with disabilities to attain self-sufficiency. As one of Paralympic Art's official partners, we help people with disabilities become active members of society and achieve economic independence. Paralympic Art is a philanthropic initiative that teams up with artists with disabilities. It can sustain assistance to people with disabilities, without relying on social security, thanks to ongoing support from companies and individuals. It promotes their social empowerment and economic independence by providing all the resources they need as artists. These include the systems required to enable companies to use their works, as well as planning and marketing capabilities. Paralympic Art works are featured on the QUO cards given as a reward to Ryoden shareholders and on the cover of Ryoden Report.



Notice of the FY2023 Annual General Meeting of Shareholders featuring Paralympic Art

TOPICS

Casual dress code

Ryoden adopted a casual dress code on June 1, 2024, in order to respect diversity and promote greater autonomy in the workplace.



* Stock photo

Ryoden's Global Network

Ryoden: A Business Creation Company with 27 Locations in Japan and 21 Overseas

▶ Domestic Japanese Network

❖ HEAD OFFICE

3-15-15 Higashi Ikebukuro, Toshima-ku, Tokyo 170-8448
TEL : 03-5396-6111

❖ EAST JAPAN EXECUTIVE OFFICE

3-15-15 Higashi Ikebukuro, Toshima-ku, Tokyo 170-8448
TEL : 03-5396-6176 FAX : 03-5396-6442

❖ NISHITOKYO BUSINESS OFFICE

6F, Hachioji Tosei Bldg ., 5-15 Yokoyamacho, Hachioji-shi, Tokyo 192-0081
TEL : 050-9002-5871 FAX : 042-649-3838

❖ YOKOHAMA BUSINESS OFFICE

8F, Kannai ST Bldg., 1-4-1 Onoecho, Naka-ku, Yokohama-shi, Kanagawa 231-0015
TEL : 045-264-7180 FAX : 045-641-2302

❖ HOKKAIDO BUSINESS OFFICE

Suite 301, Pia 2-1 Bldg., 1-10 Kita 2-jo-nishi, Chuo-ku, Sapporo- shi, Hokkaido 060-0002
TEL : 050-9002-5018 FAX : 050-3133-4806

❖ SENDAI BUSINESS OFFICE

4F, Ichiban-cho-Square Bldg., 1-16-23 Ichibancho, Aoba-ku, Sendai-shi, Miyagi 980-0811
TEL : 022-217-7357 FAX : 022-265-9507

❖ KORIYAMA BUSINESS OFFICE

3F, Tokyo Kaijo Nichido Bldg., 1-7-20 Choja, Koriyama-shi, Fukushima 963-8017
TEL : 050-9002-5015 FAX : 050-3133-4806

❖ IWAKI BUSINESS OFFICE

2F, Fuji Bldg., 1-4-6 Taira Aiyamachi, Iwaki-shi, Fukushima 970-8026
TEL : 050-9002-5017 FAX : 050-3133-4806

❖ MAEBASHI BUSINESS OFFICE

484-2 Furuichimachi, Maebashi-shi, Gunma 371-0844
TEL : 027-280-5511 FAX : 050-3133-4806

❖ UTSUNOMIYA BUSINESS OFFICE

5-27-13 Shukugo, Utsunomiya-shi, Tochigi 321-0945
TEL : 050-9002-5805/028-633-4231 FAX : 050-3133-4806

❖ CENTRAL JAPAN EXECUTIVE OFFICE

Nishiki Park Bldg. , 2-4-3 Nishiki, Naka-ku, Nagoya-shi, Aichi 460-0003
TEL : 052-211-1211 FAX : 052-211-5705

❖ KANAZAWA BUSINESS OFFICE

Kanazawa Park Bldg., 3-1-1 Hirooka, Kanazawa-shi, Ishikawa 920-0031
TEL : 050-9002-3377 / 076-224-4102 FAX : 076-224-4108

❖ TOYAMA BUSINESS OFFICE

2F, Isaac Uozu Ekimae Bldg. , 1-12-27 Kamimuraki, Uozu-shi, Toyama 973-0046
TEL : 050-9002-3377 FAX : 076-523-0358

❖ SHIZUOKA BUSINESS OFFICE

11F, Mizunomori Bldg., 14-1 Minamicho, Suruga-ku, Shizuoka-shi, Shizuoka 422-8067
TEL : 054-286-2212 FAX : 054-285-7415

❖ HAMAMATSU BUSINESS OFFICE

245-1 Shinzucho, Naka-ku, Hamamatsu-shi, Shizuoka 430-0911
TEL : 050-9002-6674 / 053-469-0570 FAX : 053-469-0580

❖ NUMAZU BUSINESS OFFICE

6F, Farce Numazu Bldg., 2-10-14 Otemachi, Numazu-shi, Shizuoka 410-0801
TEL : 050-9002-6678 / 055-963-5190 FAX : 055-963-0556

❖ WEST JAPAN EXECUTIVE OFFICE

Kintetsu Dojima Bldg., 2-2-2 Dojima, Kita-ku, Osaka 530-0003
TEL : 06-4797-3950 FAX : 06-4797-3800

❖ KYOTO SALES OFFICE

51 Benkeishicho, Sanjodori Gokomachi Nishiiru, Nakagyo-ku, Kyoto-shi, Kyoto 604-8082
TEL : 050-9002-4873 / 075-231-4394 FAX : 075-231-7066

❖ HIMEJI SALES OFFICE

9F, Himeji Daido Seimei Bldg., 135 Toyoawacho, Himeji-shi, Hyogo 670-0964
TEL : 050-9002-4877 / 079-287-2000 FAX : 079-287-2005

❖ HIROSHIMA BUSINESS OFFICE

8F, Hiroshima KS Bldg., 5-7 Hatchobori, Naka-ku, Hiroshima-shi, Hiroshima 730-0013
TEL : 082-227-6481 FAX : 082-211-0047

❖ FUKUYAMA BUSINESS OFFICE

6F, Fukuyama Bldg., 1-1-24 Kasumicho, Fukuyama-shi, Hiroshima 720-0812
TEL : 050-9002-6673 / 084-923-6393 FAX : 084-923-6344

❖ TAKAMATSU BUSINESS OFFICE

952-2 Nariaicho, Takamatsu-shi, Kagawa 761-8081
TEL : 087-885-3914 FAX : 087-885-3922

❖ EHIME BUSINESS OFFICE

3F, Meiji Yasuda Seimei Matsuyama Nibancho Bldg., 3-6-5 Nibancho, Matsuyama-shi, Ehime 790-0002
TEL : 050-9002-5592 FAX : 089-915-1523

❖ IMABARI BUSINESS OFFICE

1F, Vancool Kitahiyoshi, 1-1-10 Kitahiyoshi, Imabari-shi, Ehime 794-0054
TEL : 050-9002-5593 FAX : 0898-35-5603

❖ FUKUOKA BUSINESS OFFICE

10F, Fukoku Seimei Bldg., 3-6-11 Watanabedori, Chuo-ku, Fukuoka-shi, Fukuoka 810-0004
TEL : 092-736-5777 FAX : 092-736-5789

❖ NAGASAKI SALES OFFICE

5F, Daido Seimei Nagasaki Bldg., 5-3 Sakuracho, Nagasaki-shi, Nagasaki 850-0031
TEL : 050-9002-4839 FAX : 050-3133-4844

❖ KUMAMOTO BUSINESS OFFICE

6F, Kumamoto Chuo Bldg., 66-7 Yamasakimachi, Chuo-ku, Kumamoto-shi, Kumamoto 860-0016
TEL : 050-9002-4840 / 096-327-2378 FAX : 096-327-2379

❖ KAGOSHIMA BUSINESS OFFICE

3F, Urban Square Kagoshima Bldg., 4-10 Kinseicho, Kagoshima-shi, Kagoshima 892-0828
TEL : 050-9002-4841 FAX : 050-3133-4844

▶ Overseas Network

East Asia

[CHINA]

❖ RYOSHO ELECTRONICS (SHANGHAI) COMPANY, LIMITED

12F Mitsubishi Electric Automation Center 1386 Hong Qiao Rd, Changning, Shanghai, 200336, China
TEL: +86-21-6119-9066 FAX: +86-21-3135-2305

❖ RYOSHO ELECTRONICS (SHANGHAI) COMPANY, LIMITED DALIAN BRANCH

Rm 2602, Tian An International Building, No.88, Zhong Shan Road, Zhong Shan District, Dalian, 116001, China
TEL: +86-411-8230-4156 FAX: +86-411-8230-4153

❖ RYOSHO ELECTRONICS (SHANGHAI) COMPANY, LIMITED CHENGDU BRANCH

Room 1709 Tower 1 East Hope Tianxiang Square No.530 Tianfu Avenue, Gaixin District, Chengdu, 610041, China
TEL: +86-28-6633-0166 FAX: +86-28-6633-0617

❖ RYOSHO ELECTRONICS (SHANGHAI) COMPANY, LIMITED SHENZHEN BRANCH

Rm 1508, Shun Hing Square, Di Wang Commercial Centre, 5002 Shennan East Road, Shenzhen, 518008, China
TEL: +86-755-8246-5800 FAX: +86-755-8246-5700

❖ RYOSHO ELECTRONICS (SHANGHAI) COMPANY, LIMITED GUANGZHOU BRANCH

Rm2606, Nuode Center, NO477 Hanxi Avenue East, Panyu District, Guangzhou, 511442 China
TEL: +86-20-8923-6872 FAX: +86-20-8923-6952

❖ RYOSHO ELECTRONICS (SHANGHAI) COMPANY, LIMITED HEFEI SALES OFFICE

Room 1404 Building A Huabang ICC No.190 Qianshan Road, Zhengwu District, Hefei, 230031, China
TEL: +86-21-6119-9066(Shanghai) FAX: +86-21-3135-2305 (Shanghai)

❖ RYOSHO ELECTRONICS (SHANGHAI) COMPANY, LIMITED XIAMEN SALES OFFICE

2210-2, 474 Xinglin Bay Business Operation Center, Jimei District, Xiamen, Fujian, 361022, China
TEL: +86-20-8923-6872(Guangzhou) FAX: +86-20-8923-6952(Guangzhou)

[HONG KONG]

❖ RYOSHO HONG KONG COMPANY, LIMITED

Unit Nos. 01-03, Level 30, Tower1, Millennium City 1, No.388 Kwun Tong Road, Kwun Tong, Kowloon, Hong Kong
TEL: +852-2861-0111 FAX: +852-2861-3960

[TAIWAN]

❖ RYOSHO TAIWAN COMPANY, LIMITED

13F-1, No.207, Dunhua N. Rd., Songshan Dist., Taipei City 10595, Taiwan (R.O.C.)
TEL: +886-2-2546-5006 FAX: +886-2-2546-5069

[KOREA]

❖ RYOSHO KOREA COMPANY, LIMITED

(Magok-dong, Doosan The Land Park) C-718,719, 161-8, Magokjungang-ro, Gangseo-gu, Seoul, 07788, Korea
TEL: +82-2-2649-0228 FAX: +82-2-2649-0229

Europe

[GERMANY]

❖ RYOSHO EUROPE GmbH

Voltastrasse 1, 60486 Frankfurt am Main, Germany
TEL: +49-69-7958390-0 FAX: +49-69-7958390-29

Southeast Asia

[SINGAPORE]

❖ RYOSHO TECHNO SINGAPORE PTE LTD

12 WOODLANDS SQUARE 11-74 WOODS SQUARE SINGAPORE 737715
TEL: +65-6473-7118 FAX: +65-6479-8286

[THAILAND]

❖ RYOSHO (THAILAND) CO., LTD.

Unit 1507 Empire Tower 15th Floor, 1 South Sathorn Road Yannawa, Sathorn, Bangkok 10120 Thailand
TEL: +66-2-670-0385 FAX: +66-2-670-0389

❖ RYOSHO (THAILAND) CO., LTD. SRIRACHA BRANCH

Success Building, 4th Floor, 143/17-18 Sukhumvit Road Sriracha Chonburi, 20110, Thailand
TEL: +66-38-323470 FAX: +66-38-323471

[VIETNAM]

❖ RYOSHO VIETNAM CO.,LTD.

5 Floor, LINCO GROUP Building, 61A-63A Vo Van Tan St., Ward Vo Thi Sau, District 3, Ho Chi Minh City, Vietnam
TEL: +84-28-3636-0430 FAX: +84-91-799-2704

[MALAYSIA]

❖ RYOSHO MALAYSIA SDN. BHD.

E-GATE, 1-05-29, Lebu Tunku Kudin 2, 11700 Gelugor, Penang, Malaysia
TEL: +604-372-1988

North America

[UNITED STATES]

❖ RYOSHO U.S.A., INC.

2580 N.First Street, Suite 230, San Jose, CA 95131 U.S.A.
TEL: +1-408-474-7777 FAX: +1-408-474-7722

❖ RYOSHO U.S.A., INC. ATLANTA BRANCH

3555 Koger Boulevard, Suite 320, Duluth, GA 30096 U.S.A.
TEL: +1-770-242-0606 FAX: +1-770-242-0372

❖ RYOSHO U.S.A., INC. INDIANAPOLIS BRANCH

8777 Purdue Road, Suite 336, Indianapolis, IN 46268 U.S.A.
+1-765-808-7979

❖ RYOSHO U.S.A., INC. DETROIT OFFICE

28175 Haggerty Road, Suite 128, Novi, MI 48377 U.S.A.
TEL: +1-248-994-2236 FAX: +1-248-994-2237

[MEXICO]

❖ RYOSHO MEXICO, S.A. de C.V.

Anillo Vial II Junipero Serra 2601 Interior 602, Residencial Juriquilla Santa Fe, Queretaro, Queretaro, Mexico, C.P.76230
TEL: +52-442-325-4545

▶ Affiliated Companies in Japan

❖ TECHNO FORT CO., LTD.

HEAD OFFICE/TOKYO BRANCH OFFICE

3-15-15 Higashi Ikebukuro, Toshima-ku, Tokyo 170-0013
TEL:03-5396-6315 FAX:03-5396-6438

OSAKA BRANCH OFFICE

2-7-33 Gakuencho, Settsu-shi, Osaka 566-0033
TEL:050-9002-5872(代表)/
072-652-1020 FAX:072-652-1030

❖ SOWA TECHNICAL CO., LTD.

2-18-17 Omachihigashi, Asaminami Ward, Hiroshima City, Hiroshima 731-0101
TEL:082-877-7770
FAX:082-877-7790

❖ Block FARM, Inc.

2262-1 Nishinaka, Hara, Numazu City, Shizuoka 410-0312
TEL:055-955-9400 FAX:055-955-9500

❖ FARMSHIP, INC.

4F, Tokyo Midori Labo., 3-9-5 Nihonbashihamacho, Chuo-ku, Tokyo 103-0007
TEL:03-5289-9601 FAX:03-5289-9636

❖ MITSUBISHI ELECTRIC INSURANCE SERVICE CO., LTD.

8F, Kokusai Bldg., 3-1-1 Marunouchi, Chiyoda-ku, Tokyo 100-0005
TEL:03-5219-5550 FAX:03-5219-5509

Ryoden's Growth Trajectory

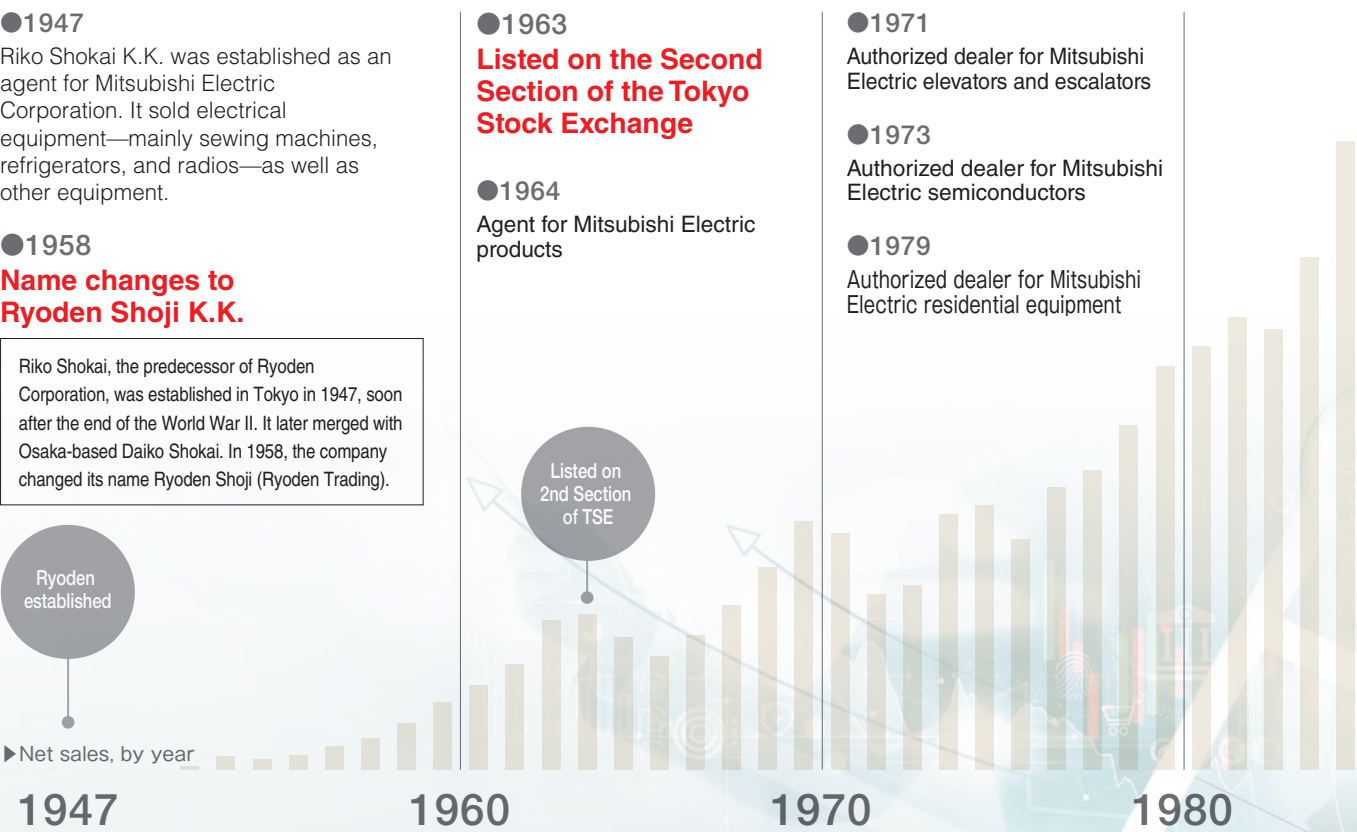
How a Mitsubishi Electric agent became a global firm with ¥200 billion in sales

Ryoden Corporation was established in 1947, soon after the end of the World War II. We initially handled such products as sewing machines, refrigerators, and radios as a sales agent for Mitsubishi Electric. We then grew steadily, until in the 1970s we expanded into semiconductors, elevators and escalators, and residential equipment. Thus began the diversification of our business as a technical trading company. The globalization of our business gathered pace in the 1990s. Consolidated net sales topped ¥200 billion in 1995, and by 2004, overseas sales had come to account for more than 10% of total sales.

The years since 2010 have marked our rebirth as a company. We have embarked on further corporate reforms with the goal of achieving a century in business. On our 70th anniversary in 2017, we launched a full-scale effort to move into solutions. Today, our operations revolve around four core businesses underpinning six types of solutions. Always eager to take on new challenges, we have also expanded into smart agriculture, healthcare, and ICT.

In 2023, we adopted a new name in Japanese: Kabushiki Gaisha Ryoden (though in English we are still Ryoden Corporation). This change embodies our commitment to delivering new value to all our stakeholders as a business creation company that transcends the traditional bounds of an agency or trading company. It also symbolizes our determination to reinvent ourselves as a company that contributes to the sustainable development of the global community.

In 2024, we became a Company with Audit and Supervisory Committee under Japanese law. This organizational change is designed to make our Board of Directors more effective. It will also enable faster decision-making and execution under the Board's due supervision.



Building a sustainable society through our commitment to the environment

