

Toyo Denki Seizo K.K. Contributes to the Development of Social Infrastructure Systems

Integrating the exceptional motor drive technologies since establishment with our breakthrough advanced technologies to help build social infrastructure systems that are considerate of the global environment through global business development.

Shiga Ryuo Plant (Conceptual drawing)
Completion is scheduled for January 2018
and full-scale operation for June 2018.

CONTENTS

Contents / Editorial Policy / Long-Term Vision	1
Consolidated Financial Highlights	3
Message from the President	5
Construction of New Production Base in the Shiga, Ryuo Region	7
Business Report	9
CSR Report	15
Financial Report	31
Reference Data for Management Indices	58
Company Profile	59
Executive Profiles	60
Organization Chart	61
Stock Related Information	62

• 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, CSR and finances. 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 2016 (from June 2016 to May 2017), but also contains some information from outside this period.

• Organizations Covered by This Report •

This report covers the Toyo Denki Group, including Toyo Denki Seizo K.K. and its consolidated subsidiaries.

• Reference Guidelines •

• Global Reporting Initiative (GRI) "Sustainability Reporting Guidelines Version 4"

Toyo Denki Seizo K.K. has contributed with new technologies to the development of railways, industries and social infrastructure in Japan and the world. Toyo Denki Seizo K.K. was founded in 1918 in an aim to "domestically manufacture electrical equipment for rail vehicles" and will celebrate the 100th anniversary of its founding in June 2018.

We are developing businesses in transportation, industry and information equipment sectors, and all the three sectors shares a high relevancy to society and the public interest. We contribute to the development of industry and enrichment of people's lives through our manufacturing expertise by leveraging high technological skills.

We will continue to promote global development and aggressively work to develop advanced technologies befitting the name of "Toyo as a technology company," promote transfer of expertise and skills as well as training of human resources for supporting the development of advanced technologies, and create new businesses. Furthermore, through ensuring compliance and enhancing governance, we will strive to build a solid presence in the world as a manufacturer trusted by all stakeholders.