Looking back over the period since your appointment as president, please reiterate your thoughts toward and aspirations for the Company as a whole?

Six months have now passed since I was newly appointed as President of Toyo Denki. These six months have involved a long time in the rail and related industries, including management of a West Japan Railway affiliated company. As a result, I was very familiar with Toyo Denki, its corporate culture, and its history of more than 90 years. My goals are to increase earnings while keeping the Company's commitment to consistently take up new endeavors in this area is the business alliance with Fuji Electric Engineering Center, which was completed in January 2010. Located within the Yokohama Works, the

Turning to operating results over the past half year, we are yet to see any meaningful recovery or bottoming out of the steep decline in the business environment. Results in the Transportation Systems segment are characterized by a general unwillingness to invest in industry. Nevertheless, results in the Transportation Systems segment remain robust with sales slightly in excess of prior year results. The leading company in railway and traction equipment, Toyo Denki, is maintaining its dominant position in rail industries. As a result, we are planning to continue our investment on the Engineering Center.

What direction will Toyo Denki take as it strives to secure future growth? And, what are the Company's prospects and plans for business development?

This goes back to the pioneering spirit that I mentioned earlier, and the Company's commitment to consistently take up new challenges. Following on the heels of Toyo Denki's mainstay Transportation Systems and Industrial Systems businesses, we will focus on new businesses in next-generation fields including Information Systems, which encompasses remote monitoring and control, and the Toyo Wireless Measurement systems, as well as electric vehicle (EV) systems. Harnessing the strengths of our inherent technological capabilities, these initiatives will fulfill our insatiable desire to increase corporate growth.

What factors are most important in the Group's progress toward its goals?

Inheriting this corporate culture that has supported the Company for more than 90 years, my goals are to increase earnings while watching over its development and new business incubation, we hope that shareholders will hold close over its business activities.

Currently, a succession of large-scale railway-related projects is under way in such countries as China, the United States, Brazil, and India. Toyo Denki has secured major orders for the Beijing subway network up to the second quarter of the current fiscal year, which indicates the importance of China to the Company as a key business target. Buoyed by the swift and decisive measures taken by its shareholders, we plan to maintain existing earnings through the consistent payment of cash dividends. Looking ahead, we will make every effort to improve the Group's performance in order to increase the amount of cash dividends paid.

Sheer speed is vital when developing the technologies required to advance ahead in the fields of information technology, environmental protection and energy conservation. In addition, today's demands extend well beyond stand-alone technologies. Market requirements call for the provision of total-package solutions, and the ability to adapt to wide-ranging needs. In this regard, Toyo Denki has abandoned its previous approach of concentrating on individual components and has proactively seek out collaboration with business partners outside our industry as we go about implementing business initiatives.

From the perspective of increasing the scope and scale of earnings, efforts to bolster overseas business development are especially vital for the Group going forward. One component of our overseas endeavors in this area is the business alliance with Fuji Electric Engineering Center. This alliance encompasses the supply of electrical equipment and components for rail vehicles to overseas customers.

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Current developments in various fields, especially the transport sector and the continued pace of globalization, are reflecting a growing trend toward the need for optimal solutions and for harmonious coexistence with the environment. In this regard, Toyo Denki's activities as a business organization are being evaluated in terms of their impact on society, as represented by the ISO 14001 environmental management standard, which the Company has been adhering to. Toyo Denki was the first major Japanese industrial company to be certified under ISO 14001.

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Remote Monitoring Systems Represent a New Business Pillar for the Information Systems Segment

Toyo Denki’s Information Systems segment is comprised of business operations that handle railway station operation equipment as well as the Toyo Wireless Measurement System. Fueled by an upswing in energy efficiency and needs to reduce costs and labor expenses, the market scale of remote monitoring systems is expected to expand. Drawing on the Company’s substantial reserves of highly sophisticated communication and control technologies, this special feature introduces Toyo Denki’s remote monitoring systems that are used extensively across wide-ranging situations.

Examples of Toyo Denki’s Remote Monitoring System in Use

Using Toyo Denki’s Remote Monitoring System, remote monitoring can be undertaken anytime and anywhere through a personal computer or mobile phone connected to the Internet. A dedicated server is not required. Users need only provide a personal computer with Internet access. The system requires a low initial cost and can be flexibly customized as required. Toyo Denki’s Remote Monitoring System can be used effectively in the situations indicated at right.

Remote monitoring terminal “μTOP” (pronounced “micro-top”)

Realizing energy saving by visually displaying and monitoring power usage and flow

Monitoring and control of remote facilities and equipment

- Monitoring of power usage and flow in power plants, office buildings, and commercial, retail and other business facilities
- Temperature monitoring and control of agricultural and business facilities
- Monitoring of simple equipment facilities such as pumps in mountain agricultural facilities
- Monitoring of enrichment devices at hot springs
- Monitoring of water heaters in buildings

Management and control of remote facilities and equipment

- Direct control of electricity in systems such as electric train cars
- Equipment energy volume management and usage evaluation
- Monitoring of electricity at aging facilities

Efficient dispatch system

- Efficient vehicle dispatch system
- Facilitation of delivering goods to specific locations
- Efficient support in the dispatch of vehicles
- Management and control of warehoused stock
- Internal temperature monitoring of delivery vehicles
- Management of transportation and handling of valuable items

Features

- Batteryless and wireless
- Easy installation
- Data can be stored in a personal computer

System configuration

- Combination of system components and power source
- Receiver unit
- Batteryless sensor
- Power sensor (for temperature, current sensor, etc.)
- Analog sensor
- Data center
- Mobile phone network
- Monitor terminal "μTOP" PC

CLOSE UP

The Toyo Wireless Measurement System facilitates simple and easy data collection at plants, office buildings and a wide spectrum of facilities. By receiving data from the three types of sensors—current, power, and analog—through a wireless communication unit, the system minimizes the amount of electrical work required, thereby substantially reducing installation costs.

- Monitoring scope
- Data center
- Mobile phone network
- Sensor installation example

The system has also been installed at the Company’s Engineering Center, a research, development and design facility completed in January 2010. Electricity monitoring demonstrations are being conducted at the Center.