

*TOENEC*

# ANNUAL REPORT

Year ended March 31, 2007

**07**

TOENEC CORPORATION

During our 89th fiscal year, which ran from April 1, 2006 to March 31, 2007, the Japanese economy continued to recovery gradually, characterized by increasing capital investment thanks to favorable corporate profitability and brisk consumer spending bolstered by a greatly improved job market.

Although private capital investment in our industry has also been increasing, reduced public spending on both the national and municipal level has resulted in fewer public works projects, and with continued deregulation leading to reduced capital investment in the electrical power industry as well as increasing cost competitiveness reducing profitability of general contractor work, we find ourselves operating under increasingly difficult circumstances. Given this situation, and based on the Mid-Term Business Plan that went into effect at the start of fiscal 2006, we are promoting strategies for sustainable growth as well as concentrating management resources in our core business areas in order to reduce costs and increase efficiency of operation in ensuring profitability as we work together facing our present difficulties.

As a result of these efforts, we enjoyed the following increases in both orders and sales for the term:

Orders: JY189.463 billion (up 2.8% from last term)

Sales: JY196.795 billion (up 9.2% from last term)

This increase in sales was accompanied by a major increase in profitability:

Operating profits: JY4.988 billion (up 34.6% from last term)

Net profit: JY2.382 billion (up 61.3% from last term)

Prospects for the coming year include increased capital expenditure based on favorable results during the past FY and in expectation that the Japanese economy will continue its self-sustained recovery centered on strong domestic

demand. Increasingly severe cost competition in our industry, however, means that we expect to find ourselves operating once again under increasingly difficult circumstances as further deregulation continues to restrict capital investment in the electrical power industry.

Given these circumstances, the tender offer by Chubu Electric Power Co., Inc. for TOENEC shares made in March of this year as well as the restructuring of our business in conjunction with C-Tech Corporation scheduled for this coming October is expected to strengthen our affiliation with Chubu Electric as we promote greater efficiency in management and business organization and the establishment of a resilient corporate makeup capable of ensuring stable profitability.

We look forward to your continued understanding and support.

July 2007



President

**Yasuhiro Noda**

	Millions of Yen		Thousands of U.S. Dollars
	2007	2006	2007
<b>ASSETS</b>			
Current assets:			
Cash and time deposits .....	¥ 21,320	¥ 20,593	\$ 180,602
Marketable securities .....	1,002	5,498	8,490
Notes and accounts receivable:			
Notes .....	5,467	6,298	46,312
Accounts .....	49,824	45,967	422,055
Others .....	1,514	1,337	12,828
	<u>56,805</u>	<u>53,602</u>	<u>481,195</u>
Allowance for doubtful receivables .....	(347)	(304)	(2,940)
	<u>56,458</u>	<u>53,298</u>	<u>478,255</u>
Inventories .....	17,421	12,633	147,572
Deferred income taxes .....	993	2,016	8,408
Others .....	7,303	7,354	61,864
Total current assets .....	<u>104,497</u>	<u>101,391</u>	<u>885,191</u>
Property and equipment:			
Buildings and structures .....	41,380	41,348	350,526
Machinery and equipment .....	7,678	8,004	65,039
Land .....	25,626	24,570	217,080
Construction in progress .....	-	136	-
	<u>74,684</u>	<u>74,058</u>	<u>632,645</u>
Accumulated depreciation .....	(34,012)	(33,447)	(288,116)
Total property and equipment .....	<u>40,672</u>	<u>40,611</u>	<u>344,529</u>
Investments and other assets:			
Investments in securities .....	11,677	12,456	98,916
Deferred income taxes .....	11,163	12,016	94,563
Others .....	2,691	3,079	22,793
Total investments and other assets .....	<u>25,531</u>	<u>27,551</u>	<u>216,272</u>
Total assets .....	<u>¥ 170,699</u>	<u>¥ 169,554</u>	<u>\$ 1,445,992</u>

	Millions of Yen		Thousands of U.S. Dollars
	2007	2006	2007
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>			
Current liabilities:			
Short-term bank loans .....	¥ 3,700	¥ 3,700	\$ 31,343
Convertible bond within a year .....	-	4,998	-
Notes and accounts payable:			
Notes .....	7,554	7,030	63,988
Accounts .....	43,879	37,734	371,701
	<u>51,433</u>	<u>44,765</u>	<u>435,689</u>
Advances received on construction work in progress .....	3,580	3,792	30,328
Income taxes payable .....	2,587	1,601	21,916
Others .....	7,637	10,561	64,695
Total current liabilities .....	<u>68,937</u>	<u>69,418</u>	<u>583,971</u>
Fixed liabilities:			
Liability for employees' severance payments .....	35,384	37,297	299,735
Liability for directors' and statutory auditors' severance payments .....	156	274	1,322
Others .....	10	10	81
	<u>35,549</u>	<u>37,581</u>	<u>301,138</u>
Total fixed liabilities .....	<u>35,549</u>	<u>37,581</u>	<u>301,138</u>
Total liabilities .....	<u>104,487</u>	<u>106,998</u>	<u>885,109</u>
Shareholders' equity:			
Common stock			
Authorized - 200,000,000 shares			
Issued - 96,649,954 shares .....	-	7,681	-
Capital surplus .....	-	6,838	-
Retained earnings .....	-	43,999	-
Treasury stock, at cost .....	-	(990)	-
Accumulated other comprehensive income(loss) .....	-	5,028	-
	<u>-</u>	<u>62,555</u>	<u>-</u>
Total shareholders' equity .....	<u>-</u>	<u>62,555</u>	<u>-</u>
Total liabilities and shareholders' equity .....	<u>-</u>	<u>169,554</u>	<u>-</u>
<b>NET ASSETS</b>			
Shareholders' capital:			
Common stock			
Authorized - 200,000,000 shares			
Issued - 96,649,954 shares .....	7,681	-	65,064
Capital surplus .....	6,839	-	57,932
Retained earnings .....	45,415	-	384,711
Treasury stock, at cost .....	(1,190)	-	(10,078)
	<u>58,745</u>	<u>-</u>	<u>497,629</u>
Total shareholders' capital .....	<u>58,745</u>	<u>-</u>	<u>497,629</u>
Valuation and translation adjustments:			
Net unrealized gain on other securities .....	4,625	-	39,175
Deferred gain on deferred hedges .....	2,843	-	24,079
	<u>7,467</u>	<u>-</u>	<u>63,254</u>
Total valuation and translation adjustment .....	<u>7,467</u>	<u>-</u>	<u>63,254</u>
Total net assets .....	<u>66,212</u>	<u>-</u>	<u>560,883</u>
Total liabilities and net assets .....	<u>¥ 170,699</u>	<u>¥ -</u>	<u>\$ 1,445,992</u>

## Non-Consolidated Statement of Income and Retained Earnings TOENEC CORPORATION for the years ended 31st March, 2007 and 2006

	Millions of Yen		Thousands of U.S. Dollars
	2007	2006	2007
Net sales:			
Construction contracts	¥196,795	¥180,215	\$1,667,052
Cost of sales:			
Construction contracts	177,371	162,062	1,502,508
Gross profit	19,424	18,153	164,543
Selling, general and administrative expenses	14,960	14,955	126,728
Operating income	4,464	3,198	37,815
Other income (expenses):			
Interest income	250	141	2,119
Interest expenses	(67)	(93)	(571)
Other, net	475	10	4,022
Income before income taxes	5,122	3,257	43,384
Income taxes expense(benefit):			
Current	2,503	1,536	21,202
Deferred	36	244	2,003
Net income	¥ 2,382	¥ 1,477	\$ 20,179
Per share of common stock:	Yen		U.S. Dollars
Net income	¥ 25.27	¥ 15.38	\$ 0.21
Cash dividends	10.00	10.00	0.08

## Non-Consolidated Statement of Cash Flows TOENEC CORPORATION for the years ended 31st March, 2007 and 2006

	Millions of Yen		Thousands of U.S. Dollars
	2007	2006	2007
Cash flows from operating activities			
Income before income taxes	¥ 5,122	¥ 3,257	\$ 43,384
Depreciation	1,281	1,348	10,852
Increase (decrease) in			
allowance for doubtful receivables	315	99	2,667
liability for director's bonuses	27	-	232
liability for employees' severance payments	(1,913)	(1,494)	(16,209)
liability for director's and statutory auditor's severance payment	(118)	(197)	(999)
other allowance	1,282	106	10,863
Interest and dividend income	(250)	(141)	(2,119)
Interest expenses	67	93	571
Exchange losses (gains)	1	(13)	6
Loss on valuation of marketable securities	237	87	2,010
Losses (gains) on sale of marketable securities	(310)	(376)	(2,627)
Losses (gains) on sale of investment parent company	(567)	-	(4,806)
Losses (gains) on sales and disposals of properties	(1)	10	(9)
Decrease (increase) in			
accounts receivable-trade	(3,220)	(1,402)	(27,276)
inventories	(4,788)	1,153	(40,559)
Increase (decrease) in			
accounts payable-trade	6,595	2,027	55,864
advances received on construction work in progress	(211)	(2,882)	(1,790)
consumption tax payable	62	(413)	525
Bonuses to directors and statutory auditors	(23)	(27)	(196)
Others, net	588	(1,502)	4,984
Income taxes expenses	4,175	(267)	35,368
Net cash (used in) provided by operating activities	2,649	(2,298)	22,439
Cash flows from investing activities			
Payments for time deposits	(472)	(571)	(3,996)
Time deposits received	548	1,028	4,644
Payments for purchases of marketable securities	(1,903)	(9,839)	(16,120)
Proceeds from sales of marketable securities	5,909	5,841	50,054
Payments for purchases of investments in securities	(317)	(319)	(2,682)
Proceeds from sales of investments in securities	1,075	1,781	9,107
Payments for long-term loans receivable	(103)	(65)	(870)
Collections from long-term loans receivable	13	-	109
Payments for purchases of property and equipment	(1,241)	(346)	(10,510)
Proceeds from sales of property and equipment	121	102	1,028
Interest and dividends income	234	140	1,982
Interest expenses	(64)	(88)	(544)
Others, net	(4)	(341)	(32)
Net cash (used in) provided by investing activities	3,798	(2,678)	32,170
Cash flows from financing activities			
Increase(decrease) in loans payable	-	(400)	-
Redemption of bonds	(4,998)	-	(42,338)
Payments for purchases of treasury stock	(218)	(35)	(1,846)
Proceeds from sales of treasury stock	19	15	164
Dividends paid	(944)	(945)	(7,994)
Net cash (used in) provided by financial activities	(6,140)	(1,365)	(52,013)
Effect of exchange rate changes on cash	(1)	13	(6)
Net increase (decrease) in cash and cash equivalents	306	(6,329)	2,590
Cash and cash equivalents at beginning of the year	21,094	27,423	178,691
Cash and cash equivalents at end of the year	¥ 21,400	¥ 21,094	\$ 181,281

	Millions of Yen		Thousands of U.S. Dollars
	2007	2006	2007
<b>ASSETS</b>			
Current assets:			
Cash and time deposits .....	¥ 21,798	¥ 21,143	\$ 184,653
Marketable securities .....	1,002	5,498	8,490
Notes and accounts receivable:			
Notes .....	5,613	6,477	47,546
Accounts .....	50,360	45,957	426,600
Others .....	1,608	1,156	13,625
	<u>57,581</u>	<u>53,590</u>	<u>487,771</u>
Allowance for doubtful receivables .....	(361)	(391)	(3,059)
	<u>57,220</u>	<u>53,199</u>	<u>484,712</u>
Inventories .....	17,722	12,764	150,120
Deferred income taxes .....	1,160	2,209	9,829
Others .....	7,376	7,378	62,483
Total current assets .....	<u>106,279</u>	<u>102,191</u>	<u>900,287</u>
Property and equipment:			
Buildings and structures .....	42,704	42,661	361,749
Machinery and equipment .....	29,509	27,009	249,971
Leasing property .....	2,264	1,921	19,181
Land .....	25,686	24,629	217,584
Construction in progress .....	-	136	-
	<u>100,163</u>	<u>96,356</u>	<u>848,485</u>
Accumulated depreciation .....	(51,078)	(48,653)	(432,683)
Total property and equipment .....	<u>49,085</u>	<u>47,703</u>	<u>415,802</u>
Investments and other assets:			
Investments in securities .....	11,563	12,356	97,950
Deferred income taxes .....	10,941	12,075	92,681
Others .....	2,988	3,444	25,314
Total investments and other assets .....	<u>25,492</u>	<u>27,875</u>	<u>215,944</u>
Total assets .....	<u>¥ 180,857</u>	<u>¥ 177,769</u>	<u>\$1,532,033</u>

	Millions of Yen		Thousands of U.S. Dollars
	2007	2006	2007
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>			
Current liabilities:			
Short-term bank loans .....	¥ 6,323	¥ 5,571	\$ 53,560
Convertible bond within a year .....	-	4,998	-
Notes and accounts payable:			
Notes .....	7,661	7,001	64,892
Accounts .....	44,270	38,071	375,015
	<u>51,931</u>	<u>45,072</u>	<u>439,907</u>
Advances received on construction work in progress .....	3,786	3,808	32,075
Income taxes payable .....	2,802	1,660	23,735
Others .....	8,126	10,958	68,839
Total current liabilities .....	<u>72,969</u>	<u>72,067</u>	<u>618,115</u>
Fixed liabilities:			
Long-term bank loans .....	4,281	3,857	36,268
Liability for employees' severance payments .....	35,386	37,306	299,750
Liability for directors' and statutory auditors' severance payments .....	208	308	1,763
Others .....	30	22	252
Total fixed liabilities .....	<u>39,905</u>	<u>41,493</u>	<u>338,033</u>
Total liabilities .....	<u>112,873</u>	<u>113,560</u>	<u>956,149</u>
Shareholders' equity:			
Common stock			
Authorized - 200,000,000 shares			
Issued - 96,649,954 shares .....	-	7,681	-
Capital surplus .....	-	6,838	-
Retained earnings .....	-	45,652	-
Treasury stock, at cost .....	-	(990)	-
Accumulated other comprehensive income(loss) .....	-	5,028	-
Total shareholders' equity .....	<u>-</u>	<u>64,209</u>	<u>-</u>
Total liabilities and shareholders' equity .....	<u>-</u>	<u>177,769</u>	<u>-</u>
<b>NET ASSETS</b>			
Shareholders' capital:			
Common stock			
Authorized - 200,000,000 shares			
Issued - 96,649,954 shares .....	7,681	-	65,064
Capital surplus .....	6,839	-	57,932
Retained earnings .....	47,220	-	399,998
Treasury stock, at cost .....	(1,190)	-	(10,078)
Total shareholders' capital .....	<u>60,550</u>	<u>-</u>	<u>512,915</u>
Valuation and translation adjustments:			
Net unrealized gain on other securities .....	4,625	-	39,175
Deferred gain on deferred hedges .....	2,843	-	24,079
Foreign currency translation adjustments .....	(34)	-	(285)
Total valuation and translation adjustment .....	<u>7,434</u>	<u>-</u>	<u>62,970</u>
Total net assets .....	<u>67,983</u>	<u>-</u>	<u>575,885</u>
Total liabilities and net assets .....	<u>¥ 180,857</u>	<u>¥ -</u>	<u>\$1,532,033</u>



## Consolidated Statement of Income and Retained Earnings

TOENEC CORPORATION for the years ended 31st March, 2007 and 2006

	Millions of Yen		Thousands of U.S. Dollars
	2007	2006	2007
Net sales:			
Construction contracts	¥199,976	¥180,660	\$1,693,995
Cost of sales:			
Construction contracts	179,169	161,651	1,517,740
Gross profit	20,807	19,009	176,255
Selling, general and administrative expenses	15,500	15,379	131,304
Operating income	5,307	3,630	44,952
Other income (expenses):			
Interest income	59	24	500
Interest expenses	(76)	(103)	(646)
Other, net	366	(97)	3,098
Income before income taxes	349	(176)	2,953
Income before income taxes	5,655	3,454	47,904
Income taxes expense(benefit):			
Current	2,751	1,624	23,300
Deferred	215	265	1,819
Net income	¥ 2,690	¥ 1,565	\$ 22,785
Per share of common stock:	Yen		U.S. Dollars
Net income	¥ 28.53	¥ 16.26	\$ 0.24
Cash dividends	10.00	10.00	0.08

## Consolidated Statement of Cash Flows

TOENEC CORPORATION for the years ended 31st March, 2007 and 2006

	Millions of Yen		Thousands of U.S. Dollars
	2007	2006	2007
Cash flows from operating activities			
Income before income taxes	¥ 5,655	¥ 3,454	\$ 47,904
Depreciation	3,315	3,070	28,085
Increase (decrease) in allowance for doubtful receivables	304	54	2,579
liability for director's bonuses	33	-	283
liability for employees' severance payments	(1,922)	(1,522)	(16,285)
liability for director's and statutory auditor's severance payment	(100)	(206)	(846)
other allowance	1,282	105	10,863
Interest and dividend income	(241)	(141)	(2,040)
Interest expenses	76	103	646
Exchange losses (gains)	1	(13)	6
Loss on valuation of marketable securities	237	87	2,010
Losses (gains) on sale of marketable securities	(310)	(376)	(2,627)
Losses (gains) on sale of investment parent company	(567)	-	(4,806)
Losses (gains) on sales and disposals of properties	228	184	1,932
Decrease (increase) in accounts receivable-trade	(3,492)	(1,920)	(29,582)
inventories	(4,528)	1,136	(38,362)
Increase (decrease) in accounts payable-trade	6,570	1,993	55,651
advances received on construction work in progress	(559)	(2,904)	(4,732)
consumption tax payable	84	(396)	708
Bonuses to directors and statutory auditors	(29)	(33)	(245)
Others, net	372	(751)	3,145
Income taxes expenses	6,409	1,924	54,287
Net cash (used in) provided by operating activities	(1,618)	(2,102)	(13,706)
Net cash (used in) provided by operating activities	4,791	(179)	40,581
Cash flows from investing activities			
Payments for time deposits	(472)	(1,071)	(3,996)
Time deposits received	548	1,528	4,644
Payments for purchases of marketable securities	(1,903)	(9,839)	(16,120)
Proceeds from sales of marketable securities	5,909	5,841	50,054
Payments for purchases of investments in securities	(316)	(320)	(2,682)
Proceeds from sales of investments in securities	1,061	1,781	8,989
Payments for long-term loans receivable	(103)	(65)	(870)
Collections from long-term loans receivable	13	-	109
Payments for purchases of property and equipment	(5,339)	(2,645)	(45,225)
Proceeds from sales of property and equipment	376	316	3,181
Interest and dividends income	239	140	2,022
Interest expenses	(73)	(98)	(619)
Others, net	(153)	(551)	(1,292)
Net cash (used in) provided by investing activities	(213)	(4,983)	(1,806)
Cash flows from financing activities			
Increase(decrease) in loans payable	(1,871)	(400)	(15,852)
Additions to long-term bank loans	3,660	2,990	31,004
Reductions of long-term bank loans	(659)	(2,512)	(5,582)
Redemption of bonds	(4,998)	-	(42,338)
Payments for purchases of treasury stock	(218)	(35)	(1,846)
Proceeds from sales of treasury stock	19	15	164
Dividends paid	(944)	(945)	(7,994)
Net cash (used in) provided by financial activities	(5,010)	(887)	(42,443)
Effect of exchange rate changes on cash	(0)	13	(2)
Net increase (decrease) in cash and cash equivalents	(433)	(6,035)	(3,670)
Cash and cash equivalents at beginning of the year	21,645	27,680	183,355
Increase due to inclusion of subsidiaries in consolidation	667	-	5,647
Cash and cash equivalents at end of the year	¥ 21,878	¥ 21,645	\$ 185,332

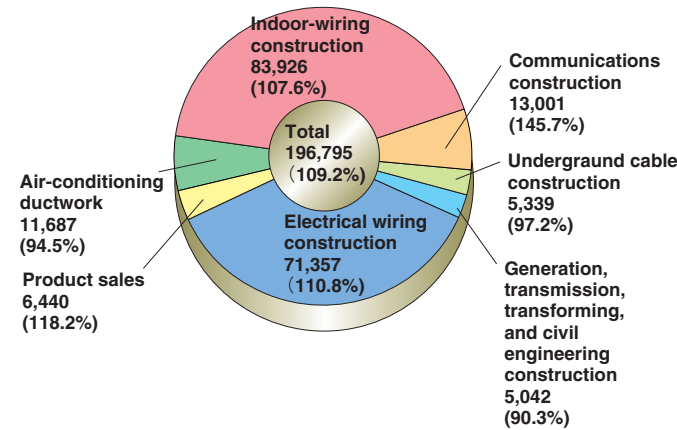
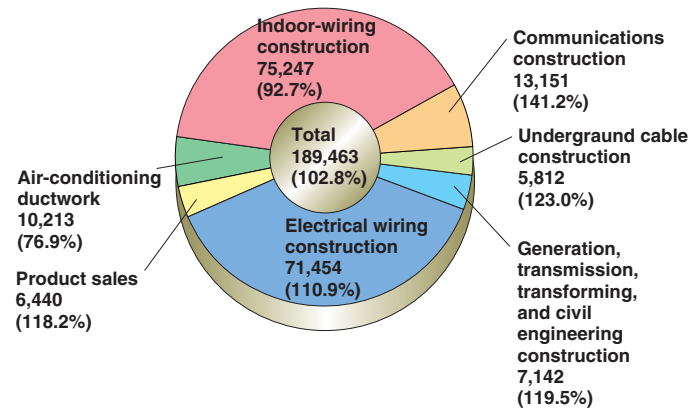
# Breakdown by Business Sector

(April 1, 2006 to March 31, 2007)

## Bookings and Revenues for the Term (units: JY millions)

Bookings  
(performance against prior term shown in parentheses)

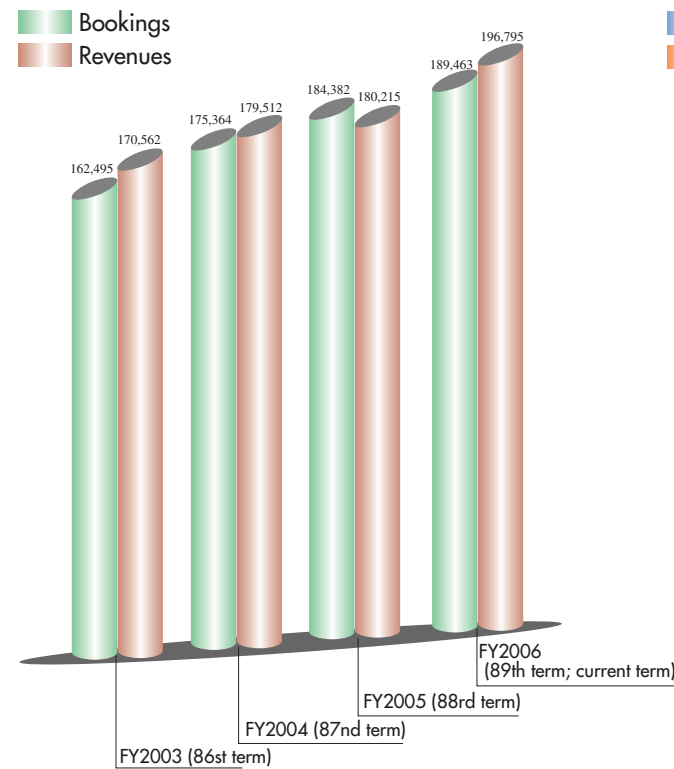
Revenues  
(performance against prior term shown in parentheses)



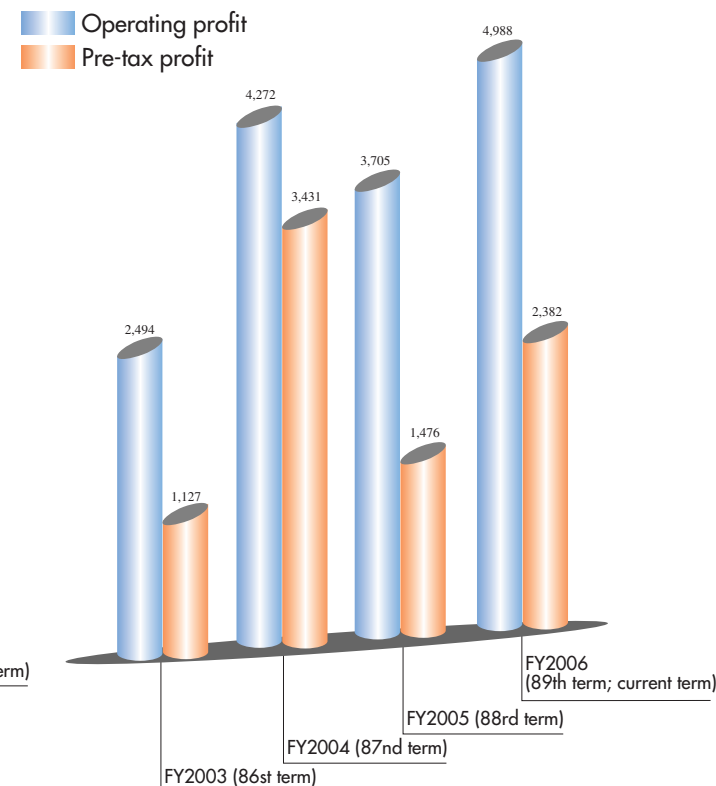
# Performance trends

(April 1, 2006 to March 31, 2007)

## Bookings and revenues (units: JY millions)



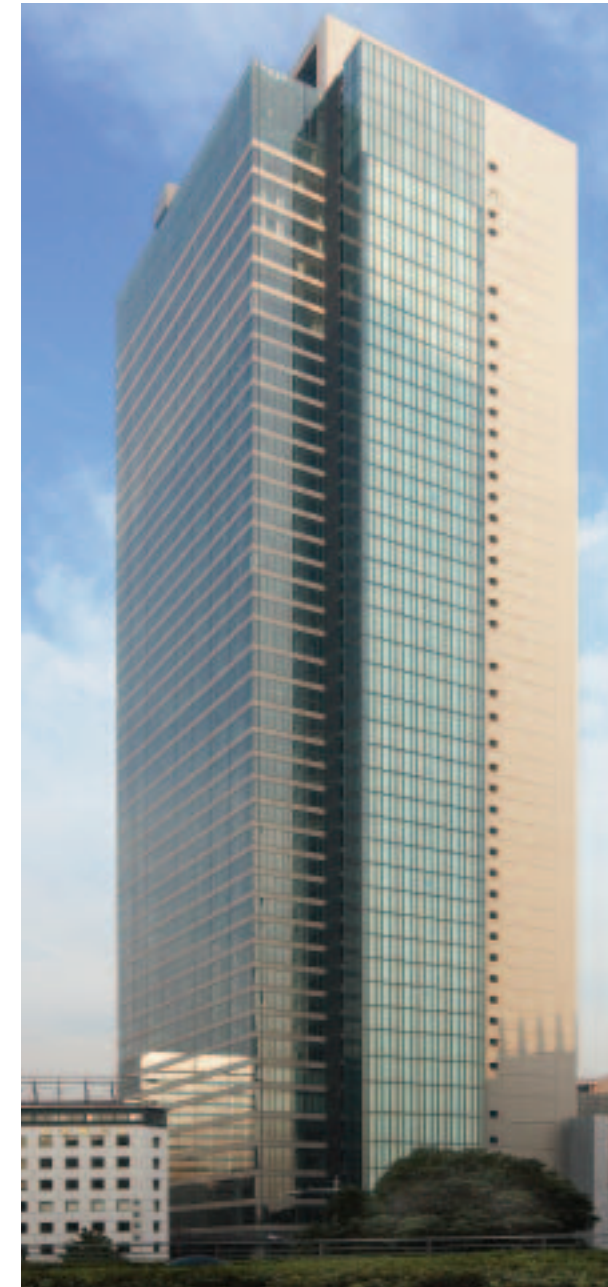
## Operating profit and pre-tax profit (units: JY millions)



# Topics

Following the completion of the JR Central Towers, high-rise buildings have gone up one after the other in the vicinity of Nagoya Station, demonstrating the vitality of the region's economy. As one of the area's leading general contractors, TOENEC, too, has been involved in the construction of two more projects representative of the Nagoya skyline: Midland Square and Nagoya Lucent Tower.

## Midland Square



Midland Square, one of the feature attractions of the Nagoya Station Redevelopment Project, was recently completed. TOENEC was responsible for the installation of all major communications, security, and disaster prevention equipment, as well as the integrated lightning-protection system. We also handled installation of the electrical system for all rental office space, starting at the 23rd floor and continuing all the way to the heliport on the roof.

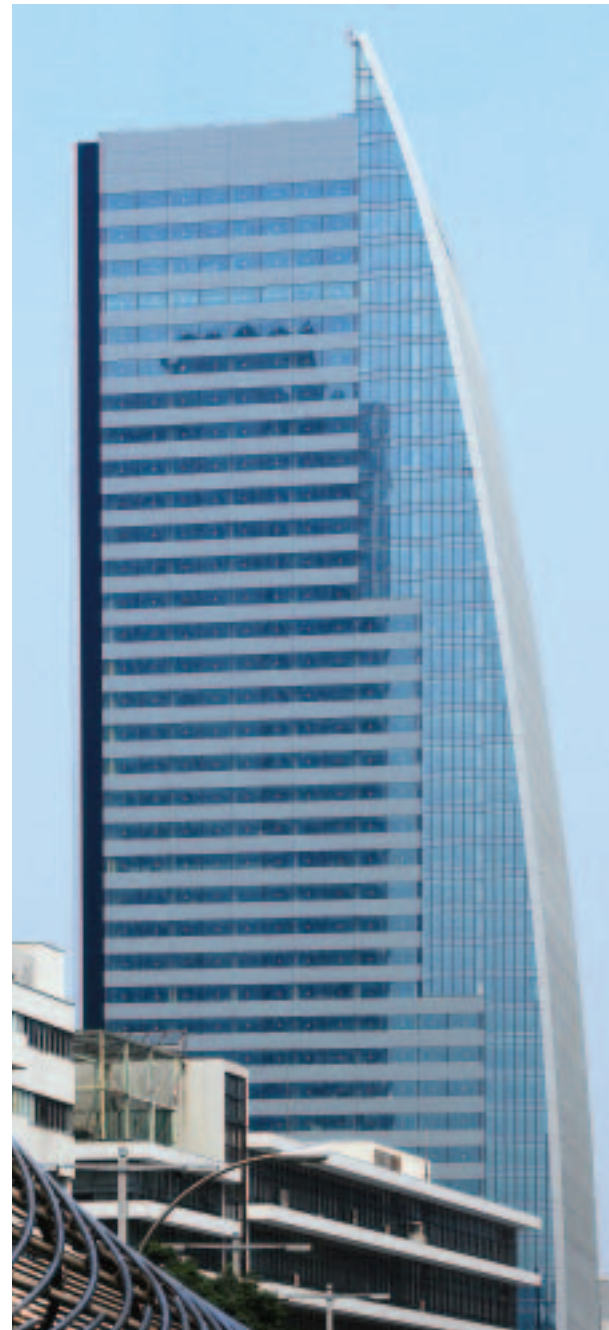




Nagoya Lucent Tower

The recently completed Nagoya Lucent Tower is the third tallest high-rise building in Nagoya, housing high-grade rental office space. TOENEC was responsible for the light electrical system of the entire building as well as the heavy electrical system from the third underground level to the 18th floor, and undertook the installation of major facilities such as power substations, bus lines, and power lines as well as other equipment for emergency power generation, communications, and security/disaster prevention systems.

TOENEC was also involved in the installation of electrical equipment within the Lucent Avenue underground mall that connects Lucent Towers with Nagoya Station.



**"Development of original technology" and "creation of a human corporation" are basic management principles that underscore the importance placed on developing both technological and human resources at TOENEC. In addition to our efforts in the field of electricity being recognized with a Shibusawa Award, strong performances by TOENEC associates at the Japan Skill Olympics were among the other fruits of our efforts in these areas. Our efforts promoting environmental awareness were also rewarded by Aichi Prefecture with an Aichi Environmental Award for Excellence.**

Aichi Environmental Award for Excellence

Aichi Prefecture's 2007 Aichi Environmental Awards are given in recognition of the development of advanced technology or the undertaking of educational programs, social initiatives, and other activities for recycling resources or reducing the burden on the environment, in order that these achievements may be better known to society at large. TOENEC was recipient of an Aichi Environmental Award for Excellence for promoting energy conservation through its Static Energy Conservation Solution business, developed in cooperation with its customers.



Shibusawa Award

The Shibusawa Award is given by the Prof. Motoharu Shibusawa Commemorative Distinguished Achievement Award Committee of the Japan Electric Association to individuals who have contributed to the electrical industry through research or invention as well as educational or safety programs. Two TOENEC associates from our Technology Development Office were recipients of Shibusawa Awards for the development of a support system for harmonic countermeasures and one associate from our Education and Training Center received a Shibusawa Award for development of human resources.





## Topics

### Silver, Bronze, and Honorable Mention at the Japan Skill Olympics

The 44th Japan Skill Olympics was held in Kagawa Prefecture under the auspices of the Japan Vocational Ability Development Association, and three participating TOENEC associates employed at our Education and Training Center came away with one silver medal, one bronze medal, and one honorable mention. The Skill Olympics is a competition where young skilled workers vie against each other to demonstrate their superiority at a particular skill. This competition is intended to provide young people who wish to hone their skills with a worthy goal as well as to promote the necessity of technical skills and to generate respect among the general public for those individuals who have developed them .



## Topics

**TOENEC is also involved in data communications, and was responsible for installation of the latest data communications equipment during the construction of a new data communications facility at Kinki University.**

### Kinki University

TOENEC was involved in the installation of equipment for an audio-visual network in Building No. 21 and November Hall Language Center on the main campus of Kinki University. Also, during the construction of Building No. 38 of that same campus, TOENEC was responsible for installation of the electrical and data communications systems to be used for a Remote Lecture System intended to link Kinki University campuses in other prefectures with the main campus. The TOENEC Information and Communication Headquarters was in charge of system design and operational support, in which the in the Osaka Headquarters's Sales Division worked together with the Electrical Power and Communication divisions to perform the installation.





## Company Overview

Trade Name TOENEC CORPORATION  
 Head Office 20-31 Sakae 1-chomeNaka-Ku Nagoya  
 Aichi 460-8408 JAPAN  
 Established October 1, 1944  
 Capitalization JY7,680,785,924(as of March 31, 2007)  
 Employees 4,816 (as of March 31, 2007)

## Business Lines

1. Electrical and communications construction
2. Pipe-laying
3. Fire-control system construction
4. Construction and building works
5. Scaffolding, earthworks, and concrete works
6. Road surfacing
7. Painting
8. Waterproofing work
9. Waterworks
10. Steel-structure construction
11. Machinery and tool installation
12. Interior finishing work
13. Cleaning-facility construction
14. Hot and cold water systems, and other work related to power provision, including steam and thermal generation, and wind and solar power generation
15. Electrical transmission construction
16. For all the items above, surveying, design, supervision, maintenance, and consultation services, along with associated commissioned research, planning, development, etc.
17. Procurement, manufacture, sale, and leasing of the goods listed below
  - A. For the items listed above, power cables, utility poles, power stringing tools, etc.
  - B. Control equipment for power generation and transmission, lighting equipment, and wiring materials
  - C. Electrical appliances, furniture, kitchen equipment, medical equipment, health and hygiene equipment, home-care devices, home-care goods, fitness equipment, sporting goods, apparel, and sundry items
  - D. Building plant and equipment, air-conditioning equipment, and compressors
  - E. Power-transmission equipment, computer systems, data terminals, and parts related to these
18. Ordinary freight vehicles
19. Sale, leasing, and management of real estate
20. Investment and financing in other companies
21. Manpower dispatching
22. Any business related to any of the items above



Head Office Building



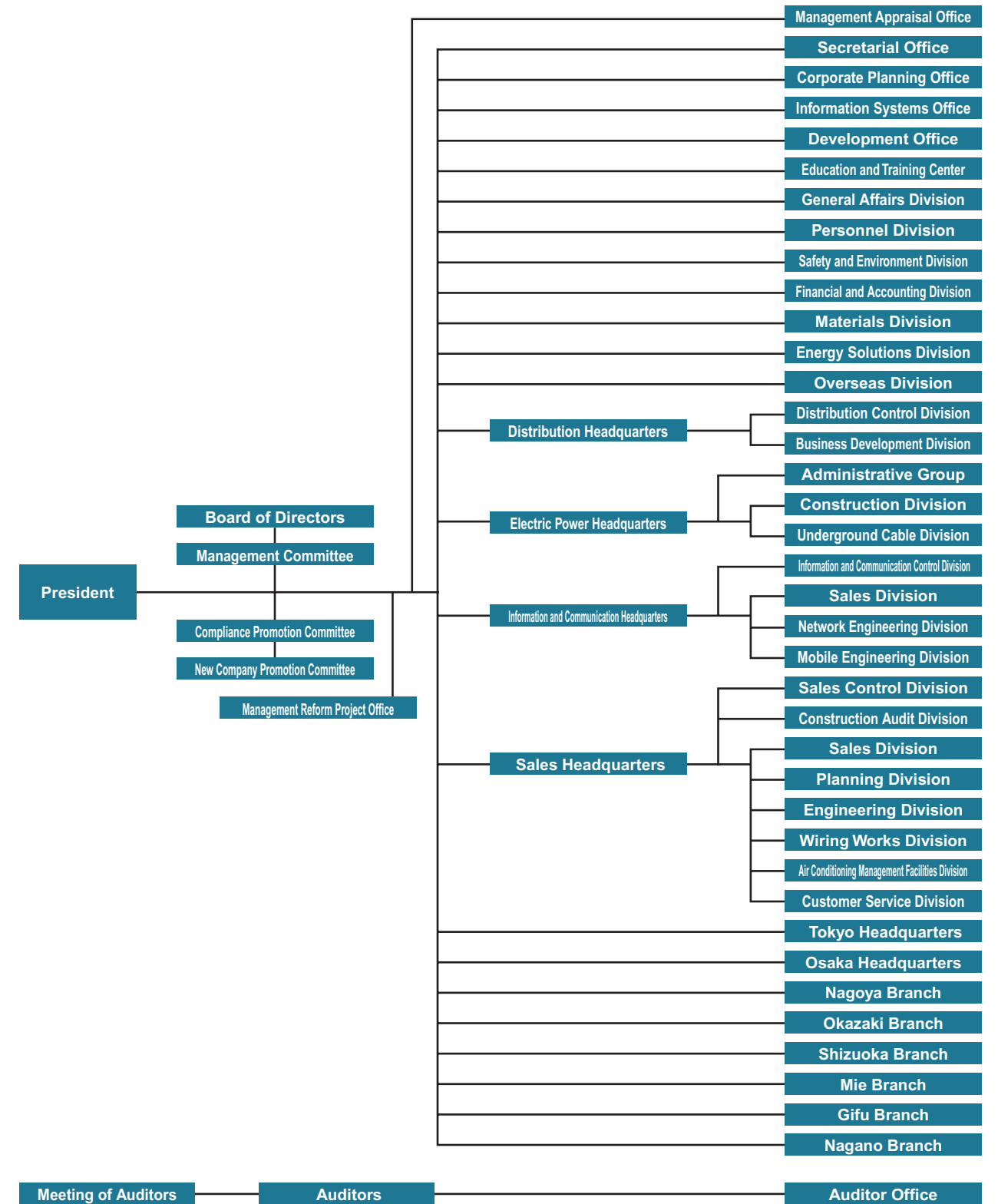
Head Office Annex



Education and Training Center Create Hall

## Organization

(As of July 1, 2007)



**Directors, Auditors and Officers****President and Director**

Yasuhiro Noda

**Senior Managing Director**

Yoshinao Miyahara

**Managing Director**

Yuzuru Jogo (Executive Officer)

Akio Okamiya

Atsushi Katsuragawa (Executive Officer)

Takashi Niizawa

Masahiro Mikawa (Executive Officer)

**Director**

Toyoo Tanaka (Executive Officer)

Kenji Hirata (Executive Officer)

Hiroshi Yamada (Executive Officer)

Mikio Niwa (Executive Officer)

Tadashi Yamauchi

Yuji Kume

**Corporate Auditor (full-time)**

Genzo Kuno

Koichi Kumagai

**Corporate Auditor**

Tetsu Ito

Shinji Ishihara

**Executive Officer**

Yutaka Takase

Yasumasa Moriyama

Yukio Sekiguchi

Akira Ito

Akira Okamoto

Yuichi Kawahara

Keisei Ishihara

Tsutomu Morita

Yoshitaka Yasui

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