

Providing Solutions to Fulfill Client Needs by Leveraging a Wide Range of Products and Expertise

TEC In-depth Enhancing corporate value of Japanese clients

Diverse Spectrum of Businesses in Domestic Sales and Operations

Project Moving-On First order in petrochemical field from Shell Group

TOYO Awarded Contract for Ethylene Cracker Complex in Singapore

Topics Facility management and plant life extension service / Knowledge Bank™ contributes to accident prevention

Aiming for Safer and Stabler Operation



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Providing Solutions to Fulfill Client Needs by Leveraging a Wide Range of Products and Expertise

—Strategy of TOYO's Domestic Sales and Operations

Domestic Sales and Operations was formed in 2001 through the integration of three business divisions: domestic plants, industrial systems and nuclear and electric power. Guided by the motto of functioning as “a team of professionals in project management and in advanced engineering,” the division has made steady progress toward its primary goal: increasing client satisfaction. In this interview, Kazuomi Nishihara discusses the strategic directions of Domestic Sales and Operations.

Organization of Domestic Sales and Operations

Q Would you begin by explaining the role of your division at TOYO and how it is organized?

TOYO's 44-year history can be divided into three periods. The first period is when the Company started out in the fertilizer field and introduced Westernized engineering methodology. In the next period, we added petrochemical and refinery operations and entered the field of nuclear energy. In the third period, we expanded into many other fields, such as factory automation as well as the energy and IT fields, by applying technologies cultivated through the plant business.

After this evolution, three business divisions—domestic plants, industrial systems and nuclear and electric power—were integrated into Domestic Sales and Operations in 2001 with an aim of enhancing synergies across our products and expertise in these three fields.

The basic philosophy of the division is to act as “a team of project management professionals” and as “a team of advanced engineering professionals” toward raising client satisfaction. To accomplish this

philosophy, we need to utilize the strengths of specialists in the three business fields that make up our division. We also focus on organizing a workforce with multifunctional skills. Additionally, we are flexible enough to meet client needs by adopting a “doing anything” and “going anywhere” policy. We do not focus solely on specific products but have a clear commitment to go anywhere in the world to serve a client. I think this is simply the point where our challenge toward the next generation begins.

Growth in assisting Japanese clients to start overseas operations

Q Your division has recorded consistent growth in orders since its reorganization. What are the sources of this growth?

Our division has been operating for about four and a half years. During that time, we have seen orders rise steadily, especially by almost 40% over the past two years. One reason is our willingness to “do anything,” as I noted earlier, by leveraging the strengths of specialists in a wide range of fields. We have taken on any project, whatever the scale and the



Toyo Engineering Corporation
Director and Senior Executive Officer /
General Manager, Domestic Sales and Operations
Kazuomi Nishihara

Kazuomi Nishihara on
Domestic Sales and Operations
Today and Tomorrow

type. As a result, we have seen growth in orders in niche market segments, which has contributed to the increase in our total orders.

Another source of growth is our dedication to “go anywhere.” Our division is capable of providing a full line of support for the overseas activities of Japanese clients, who are tending continuously to shift the production of general-purpose products to overseas facilities. We have earned a solid reputation for assisting clients in setting up overseas operations from the initial planning stage by adopting their viewpoints. In addition, we have group companies in India, Korea, Malaysia, China and Thailand that have a full spectrum of engineering functions. That allows us to serve clients through the mutual collaboration between Domestic Sales and Operations and these overseas bases. I believe this collaboration is a strength that makes TOYO differentiated from its competitors.

By region, we have seen particularly strong growth in China in recent years. Due to rapid economic expansion in this country, industries are investing heavily to meet huge domestic demand in parallel with investment in export-oriented manufacturing. We are working hard on extending support to clients that want to begin operations in China. We have business alliances with 10 industrial development zones in China [please see Note, page 5]. This allows us to meet client needs by quickly providing

services, including preliminary steps like site selection and various applications for construction of a plant. We plan to work with TOYO-China, which obtained a

construction license in April 2005, to extend our services in China, including plant maintenance and upgrades.

Pursuing vertical and horizontal integration

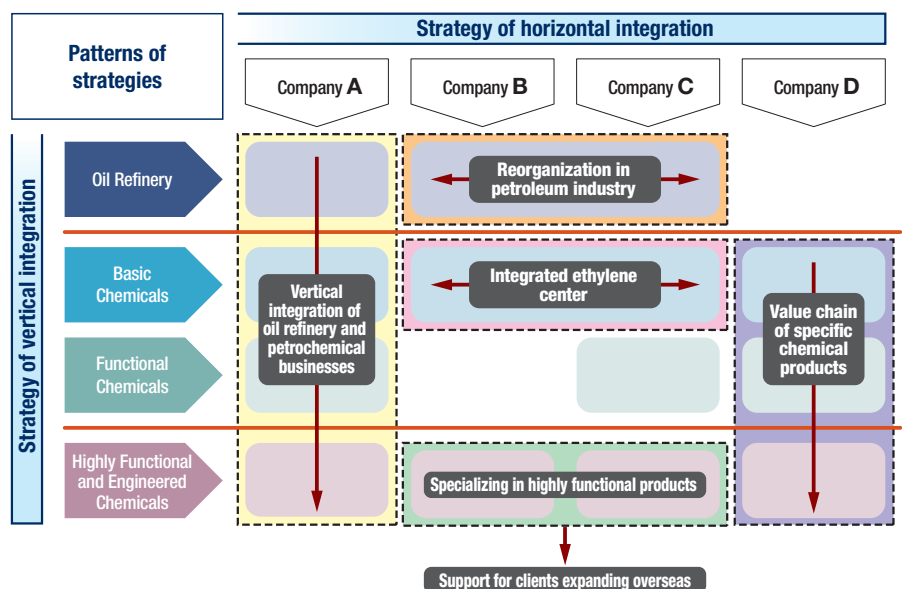
Q What is your view of recent trends among your clients?

A major trend in client strategy is the promotion of vertical and horizontal integration in a manner that utilizes the unique strengths of each company. If you place the industrial value-chain of oil and petrochemicals on a vertical axis and the geographical and/or entity diversity on a horizontal axis, I believe that the borders of market and entity are integrated rapidly on both axes. For example, the vertical axis is affected by the recent rise in oil prices and

increasing competition with foreign products. Furthermore, we are witnessing the integration of oil refining and petrochemical production and a shift to large-scale plants as existing facilities become outdated. On the horizontal axis, we are seeing industrial alliances among various regions. This is partially due to the chemical refinery integration for group operation backed by Japan’s Ministry of Economy, Trade and Industry.

On an international level,

Trends among Clients—Vertical and Horizontal Integration



local markets are being integrated with each other. BRIC countries have enormous populations and will expand to become more affluent, which will result in increasing investments targeting domestic demand. This represents an excellent opportunity for TOYO. We are supporting clients expanding and investing in these countries by working with our local bases to offer services indigenous to each country. For example, Nippon Shokubai Co., Ltd. manufactures super absorbent polymers, which are used in disposable diapers and other products, in China and

Belgium. Otsuka Chemical Co., Ltd. has a plant in China that manufactures a titanium-based material for automobile brake pads and other products. TOYO constructed all of these companies' facilities.

Another important trend in client strategy is the focus on specific fields. We see words like "propylene chain" and "vinyl-isocyanate chain" quite often in the newspaper. Japanese manufacturers are shifting priorities from the diversification of products to strategic focus. We see many companies announce plans to concentrate on value-



added products where they are most competitive, like high-performance materials and chains for specific chemical products.

"Co-Creative" concept and our original HSE

Q What are the highest priorities of Domestic Sales and Operations?

First of all, we would like to leverage the technologies and knowledge gained over the years by working with clients on a global scale. TOYO is guided by the slogan "Co-Creative." We combine clients' thoughts with our own to work with clients as a single team to create even better production facilities. In addition, we use expertise in a field we call R&D Engineering to help clients make R&D-oriented investments and to reduce the period needed to commercialize new products. You could also describe this process as working very closely with clients. What I want to do is work with our clients to apply the outstanding technological

and operational know-how of Japanese companies on a global scale.

Another priority is health, safety and environment (HSE). These factors have been increasing in importance in recent years. But Domestic Sales and Operations goes farther by proposing another meaning of HSE: Honest execution, Sufficient results and Establishment of relationships. This HSE commitment expresses our dedication to "serve clients with sincerity and generate results that meet expectations, thereby building strong relationships with clients."

We once again return to the basics. Good communications

within our organization enables us to achieve overall optimization rather than merely the optimization of individual components of our operations. For instance, our people need to solve problems before they grow. So even if someone makes a mistake, it must not only be resolved by an individual; it must also be discussed with others. Without recourse to use only e-mail for reports and other communications, I urge our people to communicate face-to-face as much as possible. If we wish to be appreciated by clients, we must be aware of the renewed importance of "adopting a stance in which we always do what obviously must be done."

Aiming to become all-round players

Q Finally, would you describe your strategy and long-term vision for the division?

If TOYO is to continue to grow, we must not rely only on a limited number of products, but we must become an all-round player that can handle any product and work anywhere in the world. We also need to build stronger ties with clients and assign business leaders in various industries that can serve as “TOYO’s liaison to the clients.” Through actions like these, I think we need to build a relationship in which people can contact us with ease no matter what the problem may be.

In Japan, we are faced with the growth in retirements of experienced engineers who start reaching the age of 60 in 2007. Moreover, clients are emphasizing the recruitment of people suited for development activities. TOYO thus can assist by providing clients with engineering services. Accordingly, I expect that “soft work” like consulting and other knowledge-based projects will rise as a share of our sales. We need to respond to this trend by combining our conventional engineering, procurement and construction (EPC) projects with knowledge-based services like R&D and operation and maintenance (O&M). Clients are producing general commodities abroad while they focus on highly specialized and sophisticated products in Japan. Thus, we are required to be equipped with advanced technological skill. We need to respond to clients’ five axes of global investments—Japan, North America, Europe, Southeast Asia and China—as well as prepare for the “post-five-axes” and “post-China” eras.

By taking the initiatives that I have just outlined, I am confident that we can create a more vibrant organization. I look forward to further enhancing the profile of Domestic Sales and Operations within TOYO in order to capture orders and generate earnings that can contribute to the Company’s overall performance.

Note: TOYO has business alliances with the following industrial development zones: Nanjing Chemical Industry Park, Zhenjiang New Area, Zhanjiang Free Trade Zone / Yangtze River International Chemical Park, Changshu Economic Development Zone, Nantong Economic-Technological Development Area (all in Jiangsu Province), Shanghai Chemical Industry Park Fengxian Sub-Zone (Shanghai), Daqing New High-Tech Industrial Development Zone (Heilongjiang Province), Jilin New High-Tech Industrial Development Zone (Jilin Province), Jinan High-Tech Development Zone (Shandong Province) and Tianjin Economic-Technological Development Area (Tianjin).



PROFILE

Kazuomi Nishihara

Director and Senior Executive Officer
General Manager, Domestic Sales and Operations

Born in 1947, Kazuomi Nishihara grew up in Kanagawa Prefecture. He graduated from Tokyo Institute of Technology in 1971 with a degree in Mechanical Engineering and joined Toyo Engineering Corporation. At this college, he majored in robotics. At his recruiting interview, he provoked laughter by saying that his dream of working on sheep-shearing robots in New Zealand led him to apply for employment with TOYO. His dream was realized in a way in TOYO, which will provide robots in its product lineup for industrial plants and has even constructed plants in New Zealand.

After joining TOYO, he worked in the computer systems department and then in overseas projects. In 1980, he moved to the domestic sales department through a career change within the Company. He recalls that “I had a strong desire to work on domestic sales from the beginning. But at that time, more than 90% of our work was performed outside Japan, so my desire was opposed by the people around me. I finally was transferred to domestic sales almost 10 years after my entrance. My experience at overseas projects has been very helpful in my sales activities.”

One of his most memorable experiences was the first order that he handled, performing all aspects of negotiations with the client, including price offer estimation. After submission of a price to the client, he found an error in the estimation and then stayed up all night worrying about how to explain to the client. His supervisor advised him to apologize honestly rather than worry. The next morning, he explained the problem to the client, who appreciated his honesty and gave TOYO the order. Since then, he has performed his work with a determination always to be honest and sincere.

Aiming for Safer and Stabler Operation

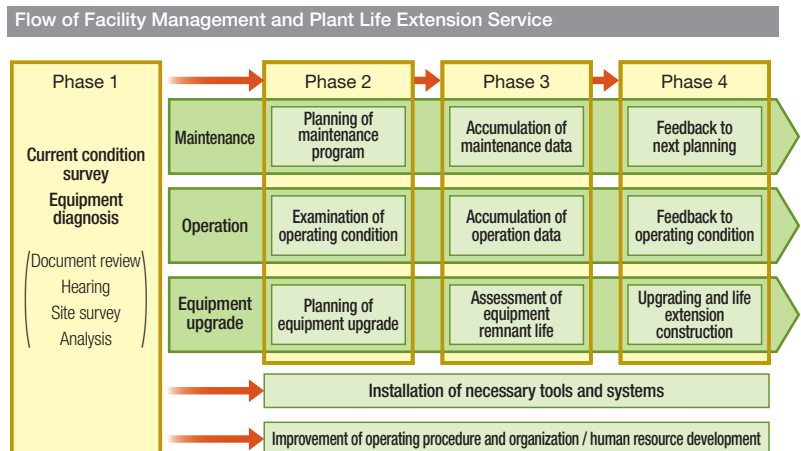
Advanced technologies developed by TOYO contribute to higher profitability as well as ensure safe and stable operation of plants and other facilities.

Facility Management and Plant Life Extension Service

After a plant has been operating for a certain length of time, malfunctions caused by deterioration and aging and other problems arising from a shortage of operation and maintenance experts may become more frequent. The upgrading of safe and stable operations at these plants demands a comprehensive approach that requires not only improvements in O&M systems but also a study of system application, a review of work procedures and human resource development. TOYO provides this comprehensive solution by leveraging engineering capability cultivated through its plant business. This enables clients to operate their plants with higher safety and stability.

TOYO's approach consists of four phases. First, engineers with the necessary specialized skills examine a plant's design documents and O&M records and make an on-site diagnosis to identify potential problems hidden in a plant (phase 1 in the diagram below). Then, according to the potential problems, an appropriate solution, such as revision of O&M plans and operating conditions, renovation and partial replacement, will be provided (phase 2). Moreover, it is vital to verify the benefits of these solutions and ensure that they lead to continuous improvements (phases 3 and 4).

TOYO has already completed several projects involving facility management for a petrochemical plant in Japan and plant life extension services for a gas plant abroad. By providing these services, TOYO aims to earn a reputation among clients as a partner that can help increase corporate value.



Knowledge Management System Contributes to Accident Prevention

At many job sites, companies endeavor to prevent accidents by gathering information on incidents that occurred on the verge of an accident and applying feedback from these incidents. However, workers often find it bothering work to report dangerous practices and near-accidents. As a result, there are only a small number of such incidents on file that can be shared among others. To eliminate this problem, TOYO has released an "accident prevention" version of its *Knowledge Bank*TM— proprietary knowledge management system.

By using this system, job site workers can use a touch screen to view dangerous practices and near-accidents related to a specific operation, task, type of equipment or other job category. This allows workers to study necessary items immediately prior to performing a particular task. Once work has been completed, the workers can use the same touch screen to prepare a daily work report and other reports with ease. Users give the system high marks for its ability to simplify the procedure for submitting reports on near-accidents and ensure feedback from these incidents. Moreover, departments involved in safety management can provide job sites with measures to prevent problems by analyzing accumulated information. This facilitates the exchange of information that extends beyond the job site and department involved in safety management, which leads to the promotion of safety improvement activities with even greater effectiveness.



Enhancing Corporate Value of Ja

In Domestic Sales and Operations

Domestic Sales and Operations was established in 2001.

Since then, the division has been accumulating a growing list of accomplishments at projects large and small, targeting the needs of Japanese clients for activities in Japan as well as other countries. From a comprehensive perspective, TOYO will continue to support increasing clients' corporate value.

VCM Plant

TOYO Completes Large Vinyl Chloride Monomer Plant for Tosoh



In November 2005, TOYO successfully completed the construction of the No. 3 vinyl chloride monomer (VCM) plant for Tosoh Corporation (Tosoh) at the Tosoh Nanyo Complex in Shunan City, Yamaguchi Prefecture. The plant, with an initial capacity

of 400,000t/y (another 200,000t/y being considered), was completed in the short delivery time—only 18 months—with an excellent safety record of no lost time accidents for 800,000 man-hours. TOYO was responsible for engineering, procurement, construction and commissioning assistance on a lump-sum turnkey contract basis, including the utility facility, intermediate tank yard, product tank yard and other facilities. This plant is one of Tosoh's strategic measures to strengthen the company's vinyl-isocyanate chain and raises the total capacity of VCM production at the Nanyo Complex to 1,230,000t/y, making it one of the largest VCM production bases in Asia.

O&M business

A variety of analytic services and establishment of a support framework for the safe and stable operation of plants and other facilities

Hydrocarbon plant business

Chemical and petrochemical plants, oil refineries, LNG/LPG plants and storage facilities, design and engineering and other support services

Propylene Splitter

Propylene Splitter Completed for Nippon Petroleum Refining



In September 2005, TOYO completed a propylene splitter for the Mizushima Refinery of Nippon Petroleum Refining Co., Ltd. at Kurashiki City in Okayama Prefecture. With a capacity of 100,000t/y, this facility produces a polymer-grade propylene by using propane and propylene distillate supplied from a fluid catalytic cracker as feedstock. This propylene is positioned as a strategic product for the client's business strategy of chemical refinery integration for oil refining and petrochemical operations.

Japanese Clients

API Plant

Shiratori Pharmaceutical Chooses TOYO to Build API Plant



Shiratori Pharmaceutical Co., Ltd., which pioneered the manufacture of caffeine in Japan, has placed an order with TOYO to construct an Active

Pharmaceutical Ingredient (API) plant after a U.S. company had consigned to Shiratori Pharmaceutical the manufacture of APIs. TOYO's participation in this project is starting from the planning and basic design of the plant. The plant is scheduled for completion at the end of September 2006.

Key to the successful completion of this project is the scale up of the production facilities, including a hydrogenation reactor; the realization of safety and economical engineering; and the assembly of a quality assurance system that complies with current good manufacturing practices (cGMP) standards, including computer validations. TOYO is skilled at quickly identifying clients' demands and the various restrictions with formulating the required plans. By utilizing its experience at other API plant projects, TOYO endeavors to provide solutions to clients' various needs and to implement the project toward the successful start-up of the new plant.

* Photo: Shiratori Pharmaceutical's Chiba Plant (in operation)

R&D business

Assistance in commercialization involving the environment and energy (consulting, engineering and construction)

Industrial plant business

Pharmaceutical plants, food processing plants, semiconductor plants, quality control systems and other support services

Support for clients expanding overseas

Support for Japanese companies starting overseas operations (construction and services) and support for procuring overseas products

Nuclear and electric power business

Radioactive waste treatment, disposal and storage facilities, supervision of construction works

Enhancing Corporate Value of Japanese Clients

Expansion to Domestic Sales and Operations

Potassium Titanate Compounds Plant

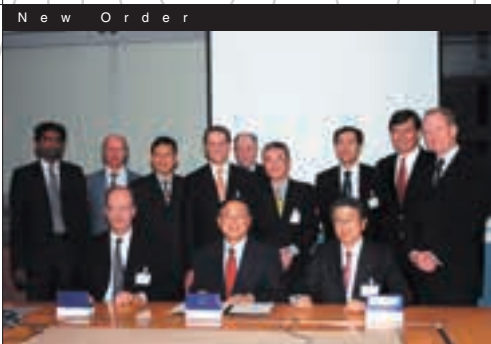
TOYO Completes Potassium Titanate Compounds Plant for Zhangjiagang Otsuka Chemical



In October 2005, TOYO completed a potassium titanate compounds plant with a capacity of 2,000t/y for Zhangjiagang Otsuka Chemical Co., Ltd. in Zhangjiagang City, Jiangsu Province, China. Produced at this plant under the "Terracess" brand, this compound is the primary material used as friction materials for brake pads and its demand is expected to grow quickly as the use of green purchasing materials increases.

Since the early completion of this plant was required because of the rising demand for "Terracess," TOYO achieved mechanical completion two months prior to the contractual delivery time despite the challenging schedule and handed over the plant to the client with no difficulties. This accomplishment is owing to TOYO's experience in successfully completing a large number of projects in China as well as TOYO's ability to leverage relationships with government agencies, design institutes, subcontractors and other parties in China.

TOYO Awarded Contract for Ethylene Cracker Complex in Singapore— First order in petrochemical field from Shell Group



New Order

A joint venture of TOYO and ABB Lummus Global B.V., of the Netherlands, has been awarded the contract for a Basic Design and Engineering Package (BDEP) by Shell Eastern Petroleum (Pte) Ltd. (SEPL) for a world-scale ethylene cracker complex to be located on Bukom, Singapore. Upon the expected completion of BDEP in May 2006 and following the final investment decision by SEPL, the contract will roll over from the BDEP phase into the engineering, procurement and construction management phase, which will be carried out on

a cost reimbursement basis. The plant is slated for completion in 2009.

Since the ethylene cracker complex will use naphtha and heavy gas oil as the feedstock, it will be an advantage to produce such byproducts as propylene, butene and benzene, which are intermediates for the client's major products. Integration with the adjacent Shell refinery will optimize operations and realize higher levels of profitability. This is the order won by TOYO from the Shell Group after the order for the Sakhalin II LNG project. Over 30 years, TOYO and ABB Lummus Global have collaborated successfully in the realization of ethylene plants on a worldwide basis. This latest order is the 37th ethylene plant order for TOYO.

Ethylene Plant

TOYO Completes Two Large Fertilizer Projects in Indonesia— *ACES21™* urea technology and urea granulation technology—TOYO's differential advantage



Project Completion

TOYO has recently completed two large fertilizer projects in Indonesia. One is a project for PT Pupuk Kujang, which is located in Cikampek, West Java. TOYO was responsible for construction of an ammonia plant with a capacity of 1,000t/d and a urea plant with a capacity of 1,725t/d (photo) under a turnkey contract. This is the first grass-roots urea plant to apply *ACES21™*, TOYO's sophisticated energy-saving urea technology. The other project was for PT Pupuk Iskandar Muda in the province of Aceh on the island of Sumatra. In a consortium with two Indonesian firms, PT ReKayasa and PT Krakatau, TOYO constructed an ammonia plant with a capacity

of 1,200t/d and a urea plant with a capacity of 1,725t/d, which applies TOYO's technology for urea synthesis and urea granulation. Following receipt of the order for these projects, TOYO had to deal with a number of challenges that included a Southeast Asian economic crisis, shortages of gas as a resource, political instability in Aceh and the Great Sumatra Earthquake. TOYO worked closely with the clients and local contractors to overcome these difficulties toward the completion of the projects. By highlighting the advantages of proprietary *ACES21™* urea technology and urea granulation technology, TOYO plans to leverage these accomplishments to capture more orders in the fertilizer field.

Fertilizer Plant

Consulting for Preventive Maintenance for Japanese Oil and Gas Developer

Preventive Maintenance Consulting

Project Under Way



TOYO is currently in the midst of undertaking a consulting service for Japan Petroleum Exploration Co., Ltd. (JAPEX), a major oil and gas developer in Japan. Work involves the creation of a long-term maintenance plan for the Sapporo Division Office's Yufutsu oil and gas field in Hokkaido in order to minimize unscheduled interruptions in production. By studying the company's current gas production facilities from the standpoint of preventive maintenance, TOYO examines the need for upgrades and improvements, the potential for extending the operation life of the facilities and

other possible actions. Through this lifecycle engineering work, TOYO seeks to minimize unscheduled interruptions in production by making facilities more reliable. The primary benefit is the ability to supply gas with higher reliability to city gas companies and other users. In the second phase following this work, TOYO endeavors to participate in making a comprehensive maintenance plan and to serve as a technical partner. Work also includes devising ways to make full use of existing facilities. Through these activities, TOYO aims to work with the client for investments in facilities and for its O&M plan.

TOYO is now working as an alliance partner with Al-Khafji Joint Operations (KJO), a joint venture of Saudi Aramco and Kuwait Oil Company, supplying technical services associated with the maintenance and modernization of the Al-Khafji oil field in Saudi Arabia. TOYO plans to continue growing in this business field by taking advantage of its experience, knowledge and advanced analytic technology associated with oil and gas development fields.

Suntory Places Order for *Komei*TM7 Advanced Scheduling System— Production scheduling system enables companies to meet consumer needs

Advanced Scheduling System

New Order



Suntory Limited is a diversified company dedicated to "resonating with people and nature." In line with this philosophy, Suntory supplies alcoholic beverages and soft drinks as well as flowers, health food and many other products. TOYO has received an order from Suntory to provide advanced scheduling system *Komei*TM7 for use at Suntory's Azusa-no-Mori Plant in Tochigi Prefecture. As Suntory's primary base for producing alcoholic beverages, this plant supplies a broad array of beverages, including whiskies, wines and products with a low alcohol content.

Overall, the Azusa-no-Mori Plant is Suntory's most important alcoholic beverage production facility in terms of both volume and number of products. To supply products that meet consumer needs in a more timely manner, Suntory selected TOYO's *Komei*TM7 over the other production schedulers on the market. The skill of TOYO's consultants at understanding business operations and formulating solutions was what convinced Suntory to select the TOYO system. *Komei*TM7 excels in terms of both functions and ease of operation. With this system, Suntory expects to raise profitability by gaining greater flexibility in production planning, further improving productivity and reducing inventories.

Business Trends at Overseas Bases

Business Operations and Focus of Affiliated Company in the U.S.

(Toyo U.S.A., Inc.)



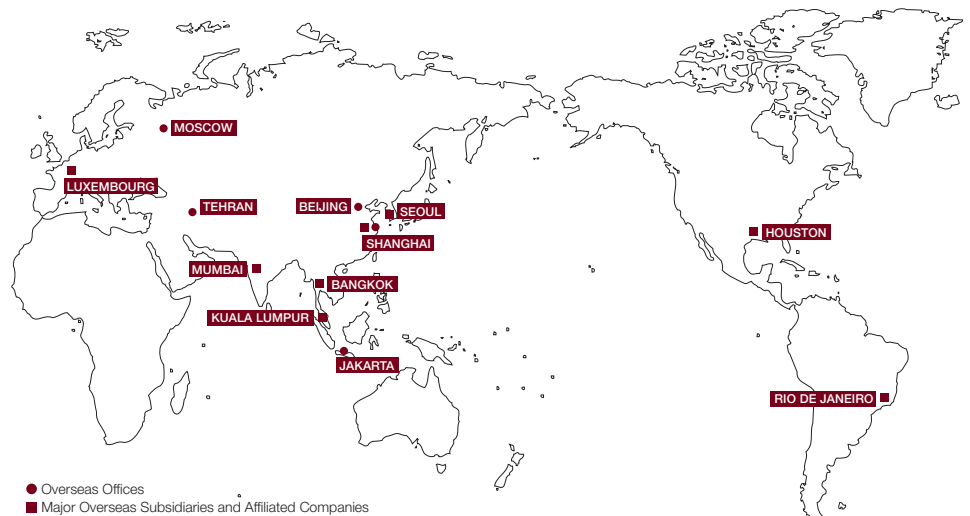
Established as a wholly owned subsidiary of TOYO in 1986, Toyo U.S.A., Inc. (TOYO-USA; President: Kenichi Hatanaka) will be celebrating its 20th founding anniversary in 2006. With its offices strategically located in Houston, Texas, TOYO-USA has a staff of about 20.

As the sole regional procurement hub for North America and with an extensive database of vendors and commodities, TOYO-USA successfully spearheads all local purchasing and after-order services for TOYO jobs worldwide. In addition, TOYO-USA has established a firm foothold in other areas, such as business development, sales and project management on behalf of TOYO and other clients. With its close ties to U.S.-based oil majors, petrochemical giants and technology suppliers, TOYO-USA has the proven capabilities and resources in assuming a leading role in these fields. TOYO-USA's business development team offers support to TOYO's sales operations in North and South America and supports its sales network, which had been established within the Americas. TOYO-USA supports TOYO-implemented projects within the U.S. and also has an excellent track record for Project Management Contract (PMC) services, extending to those for plants of Japanese companies entering the U.S. market.

By capitalizing on its prime location in Houston and using its multifunctional capabilities, TOYO-USA not only plays an integral part within the transnational structure of the TOYO group of companies but also serves as a valuable link of information and activity between the frontline of the oil and petrochemical industries and TOYO.



Worldwide Network



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