



Group Mission: *Engineering for Sustainable Growth of the Global Community*

Group Vision : *Global Leading Engineering Partner*

Group Values: *Integrity, Creativity, Diversity, Learning, Team*

Management Policy Update For FY 2011

May 13, 2011

Yutaka Yamada
President & CEO

 **TOYO ENGINEERING CORPORATION**

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1. Sales Update for FY 2010

❖ New Award in FY 2010

- **JPY 222 Billion (Planned target: JPY 280 Billion)**
- **Exceeds JPY 300 Billion, if including “delayed projects” which are practically concluded but not recorded in the backlog as of the end of FY 2010**

❖ Major Projects Awarded

- **FPSO in Brazil**
- **Gas power plants in Thailand & Azerbaijan**
- **Large-sized ACES 21[®] fertilizer plant in Indonesia**
- **FEED for CBM-based LNG in Australia**

2. *Business Challenges*



- **Seek immediate recovery to a normal business track with sustainable backlog**
- **Explore challenging projects in response to versatile market needs**
- **Renew growth strategy (preparing next mid-term business plan)**

3. Market Prospects & Our Focus



Market Prospects

Fierce competition in downstream market

Rapid growth in emerging economies

Global population growth

Our Focus

Energy/Resource Development (Upstream)

Infrastructure Development

Fertilizer

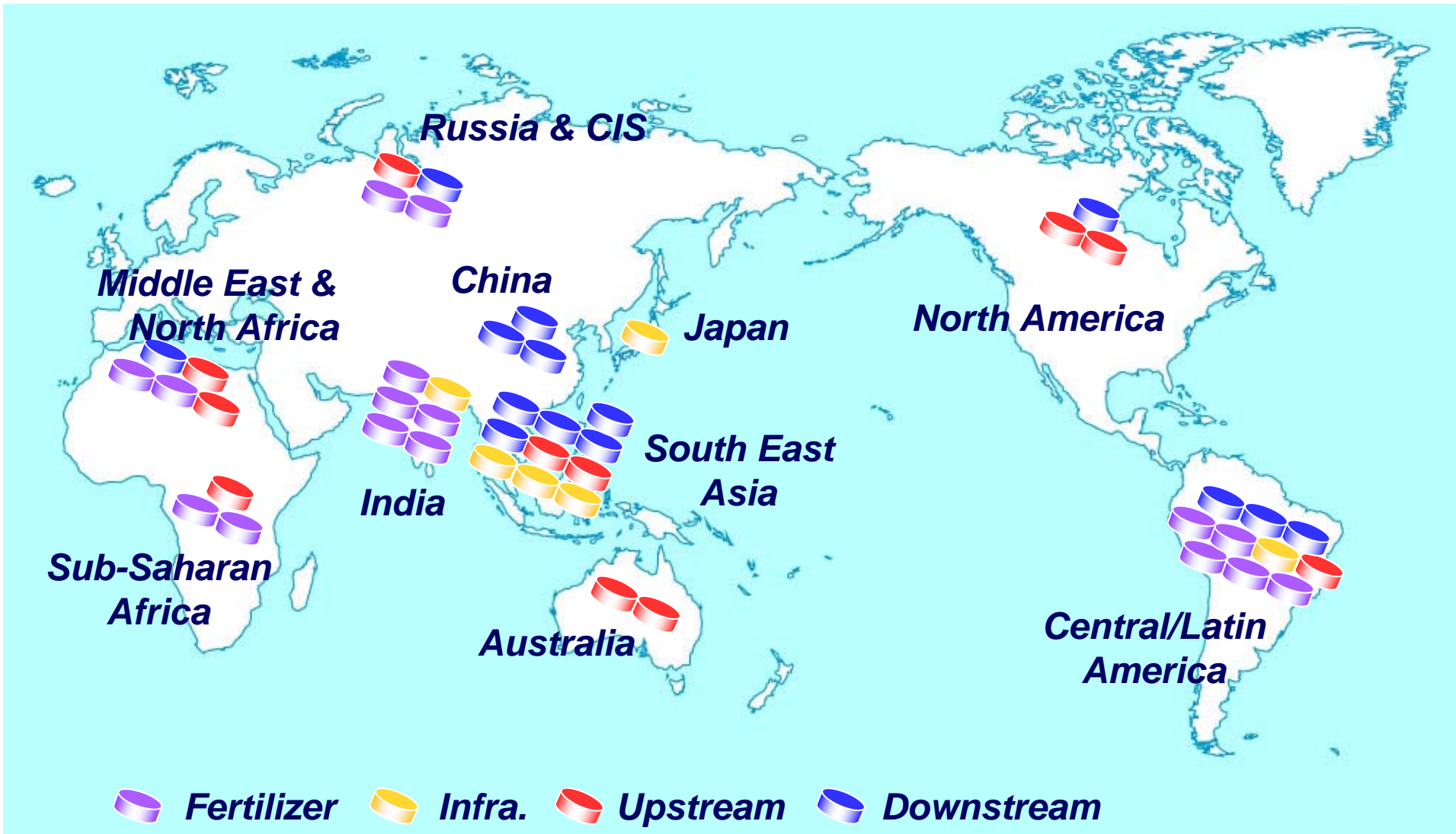
4. Major Marketing Initiatives



- **Enrich & value our client relationship platform by “localization”**
 - **Enhancing Global Toyo operation**
 - **Boosting sales by closer client communications & contacts through Global Toyo companies**
- **Expand our marketing geography**
 - **Resource-rich areas i.e. Sub-Saharan/Iraq/Canada etc.**
- **Promote sales & marketing for our “new products”**
 - **Micro-GTL & Mid-sized LNG**

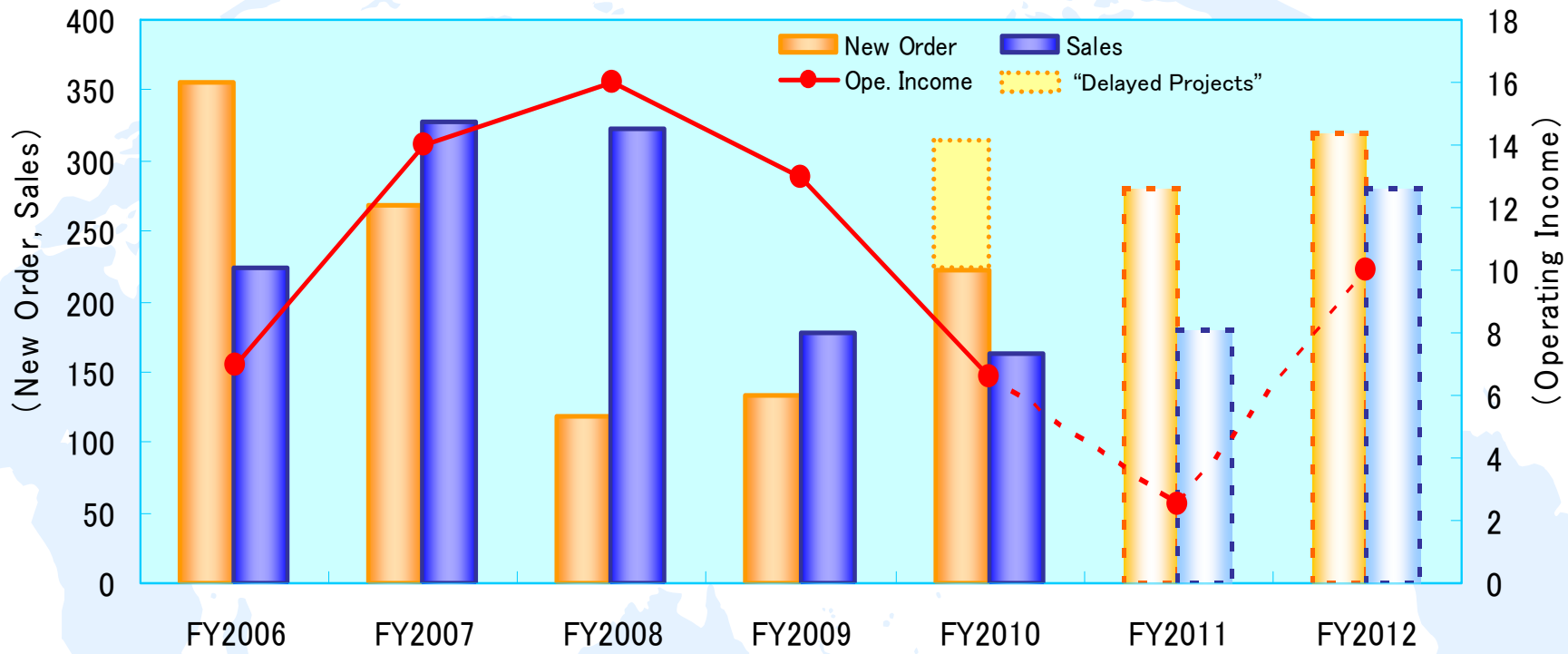
5. FY 2011 – Sales Target & Upcoming Project Portfolio

Target new award (consolidated): JPY 280 Billion



6. Mid-term Business Perspective

(Unit: JPY Billion)



- Notes:
- Projection for FY 2011 and prospect for FY 2012 are only for reference
 - New Order for FY 2010 in the above chart includes the aggregated amount of "delayed projects" which are practically concluded but not recorded in the audited order backlog as of the end of FY 2010.



For further questions on this material, please contact:

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