



Mission: Engineering for Sustainable Growth of the Global Community

Vision: Global Leading Engineering Partner

Values: Integrity, Creativity, Diversity, Learning, Team

Management Policy Update for FY2013

May 14, 2013

Katsumoto Ishibashi

President & CEO

NEXT TOYO 2015

- 1. Sales Update for FY2012**
- 2. Business Environments**
- 3. Marketing Initiatives on Focus**
- 4. New Project Portfolio for FY2013**

1. Sales Update for FY2012

◆ Markets & Business Areas on Focus

	Prioritized Markets			Frontier Markets		
	East Asia S.E. Asia	Latin America	India Middle East	Russia/CIS	North America	Iraq Sub-Sahara
<Core>	To utilize overseas affiliates					
Fertilizer	■	■	■	■	■	■
Petrochemical	■	■	■	■	■	■
Refinery & Gas		■	■			■
<Enhancing>	↓					
Energy/ Upstream	■	■		■	■	■
Social infra.	■	■	■	■		
Others	■	Pharmaceuticals				
<Fostering>	Social Infra. / Oil & Gas Development					
Business Participation	■	■		■		

1. Sales Update for FY2012

◆ New Orders: ¥320 Billion Substantially

	Prioritized Markets	Frontier Markets
Core Business	<ul style="list-style-type: none"> ◆ Indonesia Fertilizer ◆ Indonesia Ammonia ◆ Bolivia Urea Licensing ◆ Korea EOEG ◆ India Chemical Plants ◆ Malaysia Gas Rejuvenation ◆ Venezuela Refinery Upgrading 	<ul style="list-style-type: none"> ◆ Nigeria Fertilizer ◆ USA Petrochemical ◆ Russia Refinery Upgrading
Enhancing Business	<ul style="list-style-type: none"> ◆ Brazil-FPSO 	<ul style="list-style-type: none"> ◆ Iraq-GESA (General Engineering Service Agreement)
Fostering Business	<p>Focusing on Asset Management Business in existing Oil field & Water Infrastructure Business</p>	

2. Business Environments

- ◆ **Continued Growths in Emerging Countries, surfacing New Markets**
- ◆ **Energy Paradigm Change**
- ◆ **Yen Depreciation Effect**

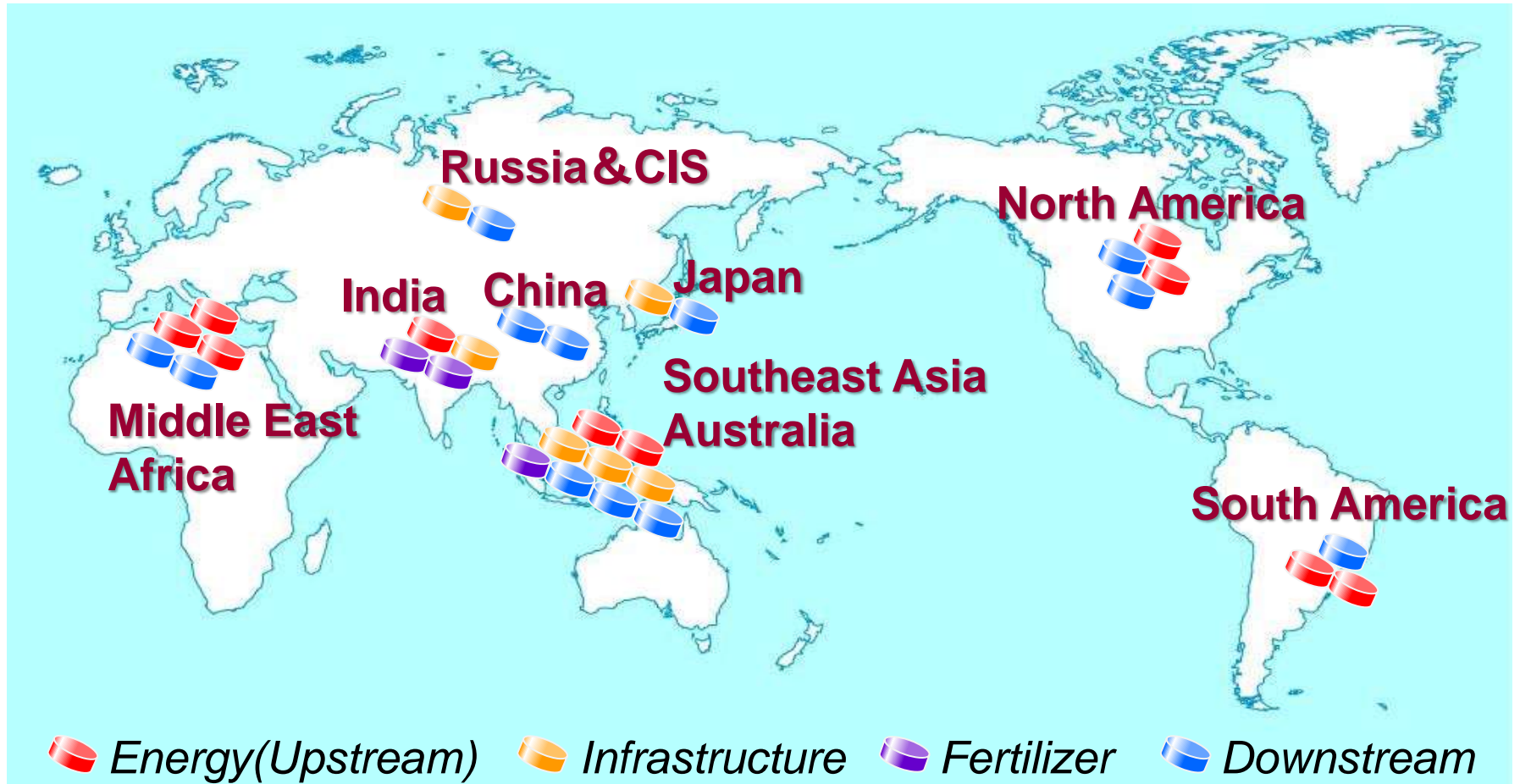
3. Marketing Initiatives on Focus

- ◆ **Licensing Technologies: Differentiation in Fertilizer, Ethylene, etc.**
- ◆ **FPSO: Collaboration with MODEC, Brazilian Affiliate (EBR) having Shipyard**
- ◆ **LNG: Multiphase Approach to Market Entry**
- ◆ **Japanese Clients: Expansion to Overseas, Projects on Energy-Rich Countries.**
- ◆ **Frontier Markets: Russia, North America, Iraq**
- ◆ **Energy Upstream: GESA, Oil & Gas Development Service Business**

GESA: General Engineering Service Agreement

4. New Project Portfolio for FY2013

- ◆ **New Order Target: ¥370 Billion**
(including the target of equity method affiliates partially)





URL <http://www.toyo-eng.co.jp>

For further questions on this material, please contact:

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