

Investor Relations

Report on the current medium-term management plan and TOYO's future direction

For Client Value Creation as a Reliable Engineering Partner

In-depth

Russia's First Large-scale Grass-roots LNG Plant Completed

Project Moving-on

Third FPSO Project Intensifies Drive Toward Upstream

Topics

Acquisition of Water Treatment Engineering Company in Mexico

Cover Design — Hina dolls, or dolls for Girls' Day Festival

Hina dolls are displayed during the Girls' Day Festival, or Hinamatsuri, on March 3. The dolls represent the prayers of families for girls to grow up happy and healthy, and some believe they ward off evil. Dressed in the lovely formal attire of the Heian period (794–1185 AD), dolls representing the Emperor, Empress and their court are displayed in the homes of families with girls.

For Client Value Creation as a Reliable Engineering Partner

—Report on the current medium-term management plan and TOYO's future direction

Begun in April 2006, the medium-term management plan “Global Toyo for Client Value Enhancement” is ending March 31, 2009, and work on the next management plan is getting underway. What sort of scenario is TOYO planning amidst the unpredictable business climate brought on by the global economic recession and other factors? In the following interview, President Yamada gives us a report on the current medium-term management plan and discusses the future direction of the Company.

Drastically Altered Economy—Quality Orders Are the Key to Success

—Market environment

Q How has the economic recession in 2008 affected TOYO?

The contraction in financial markets arising from the financial crisis in the United States and sudden worsening of the economy itself has affected the project orders being planned by our clients. Generally, projects are financed primarily in one of two ways. One method is to put together a financing package based on the expected profitability of the project—so-called project finance. The other way is to finance the project using the client's

own equity or procure loans based on the client's creditworthiness. Projects using the former type of financing have been postponed or frozen against the backdrop of funding difficulties.

On the other hand, there has been almost no slowdown, but some schedule postponements, in the latter type of project, where clients are using their own funds. There remains abundant demand for capital investment in new energy development, in performance polymers for downstream petrochemicals businesses, and in other areas. Although there have been revisions in schedules, the projects themselves are continuing. Clients are monitoring movement in raw material prices and human resources availability, seeking the right investment timing. There has been no impact on projects that were already underway and they continue to move forward.

Q What issues do you expect to face in the next fiscal year after a strong performance in fiscal 2008?

The performance of our engineering business lags a little behind socioeconomic trends. Since the client has to go through a substantial run up period before actually executing the project, the trends in other industries' performances are reflected on a time lag basis in the engineering industry. Therefore, even though our performance is still favorable at this point, it is inevitable that TOYO's orders will eventually be affected like those of other industries. I believe that the key to keeping our business stable over the long term is how we secure quality contract awards. With the current violent turmoil in the global economy and the limitations on capital funding posed by the credit crunch, it is a difficult time for clients to make decisions on large-scale projects. Nevertheless, it is in times like these when building good relationships with clients and enabling ourselves to quickly implement projects when they are ready to proceed with EPC stages become important.

Performance Goals Achieved and Steady Progress Being Made

—Current medium-term management plan

Q You reached the performance goals of the current plan a year ahead of time. How about the attainment of your qualitative goals?

Beginning with our drive to "achieve thorough implementation of project management," we have successfully spread awareness throughout the Company of proactively addressing problems envisaged by before-the-fact risk analysis. The important thing is not to isolate ongoing projects. The Company's divisions now constantly track individual projects and an atmosphere of overall support has developed internally.

As for "establishing the Global Toyo structure," we have made steady progress with converting our overseas companies into profit centers. Staff working at these companies are constantly aware of the Toyo brand image of making the project succeed, and are assuming complete ownership of the projects they are working on. However, we have yet to set up an optimum corporate governance system for the overall Group—that remains an issue for the future.

For our goal of "pioneering and developing new business fields," our development of the Gas to Liquid (GTL) plant begun jointly with MODEC, Inc., and Velocys, Inc., in November 2007 is proceeding smoothly. We also are moving forward with our plan to enter the infrastructure field. We have our sights set on obtaining actual orders in fiscal 2009.

Q Over the past few years, TOYO has emphasized building business alliances or partnerships with various companies.

We don't yet have the technologies to fully cover the new business fields TOYO is targeting. Forming partnerships with companies from different industries and cultures produces new ideas and enables us to offset each other's weaknesses. This is true not only for technology development, but also for

operations in both new business fields and traditional EPC projects.

Moreover, I think being able to communicate with people in a variety of industries is very stimulating for our employees. I feel that engraining the processes of searching world trends for ideas to breathe new life into our businesses and quickly commercializing them, or exploring the creation of new businesses based on new values is a highly significant step for our future.

Solidifying the Relationship of Trust with Clients

—Future issues and strategies

Q TOYO has been expanding and developing smoothly for several years. What issues do you face in sustaining this growth?

Our emphasis on project and risk management has produced improved results. For the time being, the issue will be receiving new orders. We are still in a state of flux, not knowing whether or not the business recession will continue. However, we cannot afford to just do nothing and wait for conditions to stabilize. For that reason, we are working on project management and engineering for stalled projects in order to be ready to initiate project implementation as soon as economic conditions stabilize. Right now, we are making thorough preparations to be able to procure equipment and start construction when the necessary external business climate falls into place.

Regarding receiving orders, the most important factors are our unrivaled proposal capabilities and our relationship of trust with clients. It is essential to solidify this relationship which we have built over the years.

Q Since becoming TOYO's president, you have consistently placed great value on the relationship of trust with clients.

There has been no change in my idea on that point. On the other hand, I do detect a change in the engineering business in regard to the significance of trust. In the past, companies were results-oriented; it was enough to complete the plant on schedule, ensure quality and safety, and bring the plant on stream smoothly. Today, however, the progress of the project and processes are far more important. What process will be used for decision making? What process will we use to work together with the client? It is through these processes that a relationship of trust is established with the client.

The contract manner is shifting from lump-sum turnkey basis to cost reimbursable basis, resulting in the greater importance of joint decision making with clients. One of our clients said to me that the "work for the client" philosophy that had been the norm in the past has now become "work with the client." Today we share results. In other words, we are now being asked to share responsibility for the client's final decisions regarding the project.

Three Issues Behind the Next Step Up in Development

—Vision for the future

Q A new medium-term management plan gets underway in April 2009. Would you explain its major points?

The direction of the new plan is becoming clear. The three major points are: 1) responding to changes in business diversity, 2) advancing the Global Toyo structure, and 3) enhancing human resources.

Responding to changes in business diversity means



we have to alter our methods of doing business in response to the changes in our business environment. The market is experiencing a period of violent change, marked by the trend toward large-scale projects, the shift to cost reimbursable contracts, and dynamic fluctuations in economic conditions. TOYO must not stick to traditional ways of doing business, but must alter its approach to work more closely with its clients and move forward together. With a different business culture than hydrocarbon-related industries, it is essential for us to change our methods of operation, including our business thinking.

We face a variety of issues in achieving further collaboration between overseas companies and Toyo-Japan under the Global Toyo structure and marketing development under the Toyo brand. Overcoming these hurdles and building a truly borderless organization will be part of the framework of the new medium-term management plan.

Ultimately, it is our people that will accomplish these changes in our business diversity and global operations. Therefore, enhancing human resources that can take a new approach to business, that have the necessary engineering skills for entering new fields, and that can be successful globally is a major issue for our success.

Q What are your viewpoints on the business environment of your markets during the three years of the new medium-term management plan?

I expect that it will take about another two years for the global economy to get back on its feet. Such a time of economic stagnation represents an opportunity. TOYO's performance will depend on our devotion to the development of our capability to provide effective proposals for our clients.

Along with the trend toward large-scale projects, the planning and preparation period have become extremely long. Since we are currently in one of those long preparation periods, I see this situation as a chance to once again review our efforts in hydrocarbon and infrastructure. We cannot give up and blame conditions on the instability of the global economy; we have to consider how to use our capabilities to contribute to our clients' businesses and to society.



A Clear View of the Necessary Direction

—Message to our stakeholders

Q In conclusion, do you have a message for TOYO's clients, shareholders, business partners, and other stakeholders?

Looking at recent news about the economic recession, I imagine many people are anxious about the direction of the global market—TOYO's business stage. However, the external business environment does not influence TOYO's sense of value and strategic direction. The Global Toyo structure will continue to evolve and the business presence of our overseas companies will expand. As a Group, however, we will remain unified in aiming to become a company that constantly and accurately grasps clients' needs and that can share a common sense of value and culture with those clients.

The scale of TOYO now exceeds 7,000 people, making us one of the leading players in the engineering industry, even on a global basis. I do not aspire to enlarge that scale unnecessarily. Rather, I seek to enhance the quality of our engineering service and continue to be a reliable engineering partner for our clients.

I would like to thank our stakeholders for their continued support. Our interactions with stakeholders not only provide suggestions for improving our business efforts, but also provide great power to our drive to nurture our corporate culture. I will continue to treat our relationship with stakeholders with the greatest respect.



Russia's First Large-scale Grass-roots LNG Plant Completed

Liquefied natural gas (LNG) flames now burn on Sakhalin in the harsh subarctic region of Russia. The first LNG plant has been completed in Russia, where the largest volume of natural gas is reserved. It is scheduled to start shipping LNG in March 2009 and will assume an important role in providing stable supplies of energy to Japan and other countries in East Asia. With the successful completion of this large-scale LNG plant in Russia, where TOYO has a long history involving many projects, we can expect an increased presence in future energy projects in the country.

Project Offers Promising Energy Supplies to East Asian Countries

In September 2008, we successfully completed the Sakhalin LNG plant and oil export terminal project, which was carried out jointly with Chiyoda Corporation, and we handed over the facilities to the client, Sakhalin Energy Investment Company Ltd. (SEIC).

SEIC is a consortium comprising Royal Dutch Shell plc (Netherlands), OAO Gazprom (Russia), Mitsui & Co., Ltd. (Japan) and Mitsubishi

Corporation (Japan). The project entailed the construction of a large-scale LNG plant with an annual capacity of 9.6 million tons and an oil export terminal. The core facilities of the Sakhalin II project were developed by SEIC in the region of Prigorodnoye in the southern part of Sakhalin Oblast.

The natural gas used for LNG production is transported by pipeline from the gas fields in the northern part of Sakhalin Oblast. After being liquefied at the plant, it is shipped by LNG vessels to user regions. It is considered that the project will

contribute substantially to stable supplies of energy to Japan, Korea and other countries in East Asia.

The project was launched in October 2002. The parties involved moved ahead with basic engineering and orders for long lead deliveries, resulting in the effectuation of an EPC (engineering, procurement, construction) agreement in April 2003. The first phase completion milestone was achieved in May 2007 with the hand over of the oil export terminal and the utilities facilities, followed by the completion of LNG process train 1 with related offsite

facilities in April 2008 and LNG process train 2 in September 2008 to complete the plant. The execution of the project over a six-year span in an extremely cold

Outline of the Sakhalin LNG and Oil Export Terminal Project

- LNG process trains: 2 process trains, each with an annual capacity of 4.8 million tons
- LNG storage tanks: 2 tanks, each with a 100,000m³ capacity
- LNG shipment facilities: Facilities capable of handling 145,000m³ LNG vessels
- Utility and offsite facilities
- Oil export terminal: 2 crude oil storage tanks, each with a 99,000m³ capacity



Photo: SEIC



Construction site in January 2008



environment provided new challenges for TOYO, even with its strong knowledge and experience in Russia. Some of these issues included construction in conditions of harsh cold, labor shortage, the escalation of labor prices, and environmental considerations arising from local requirements.

Construction under Harsh Climate Conditions

—Design temperature; -33°C

The major feature of the project was construction implemented under harsh climate conditions of extreme cold. The delivery of the plant was on a full lump-sum turnkey basis, which covered EPC, commissioning, and start-up assistance. The design temperature for the construction site, located at latitude 46° north, is -33°C . Even during the day, temperatures fell to close to -20°C , and it was not unusual to have work cancelled



for the day because of snowstorms. Civil works, such as excavation, back filling and concrete pouring, were impossible without special protection and heating. Cable laying was also done with covering protection measures using tents and heating to maintain the elasticity of the cable sheath. In addition, the project had to arrange for the use of special ships with ice class certificates to transport supplies from December to March, which is a period of restricted access to the harbor called ice navigation period. Even through the project was forced to proceed under these types of cold climate measures for four or five months of the year, steady progress was made with construction.

Teamwork with the Client Task Team

—Structuring a win-win relationship

Right from the start of the project, SEIC's project task team and the project team of the contractor worked together toward the same goal and maintained a cooperative relationship. This was one of the major factors in the success of this large-scale project.

Reporting to and communicating with the client is indispensable to the success of a project. Throughout this project, the client and contractors were thorough in sharing information using the same reporting system, particularly for areas of concern. Monthly management meetings not only followed the progress of the project,

but immediately dealt with areas of concern in a timely manner. In this way, the client and contractors collaborated in dealing with the various issues that arose during the project, such as a shortage of labor due to the global construction boom, including Sakhalin Oblast, and the extraordinary escalation of labor costs. By working together to determine the best solution for all stakeholders for each issue and implementing it in a timely fashion, the teams were able to achieve constant progress with the project.

Ms. Hilary Mercer, the project manager on the client side, said, "In this LNG project, the contractor showed a real understanding of our execution plan and the spirit behind the project. I am very grateful."



Safety Activities

—Aiming for zero time loss incidents

Safety was a major goal throughout the project. Despite the difficulty of working in an extremely cold environment, we were able to



achieve a record of more than 20 million man-hours without lost time incident. Unfortunately, we were not able to achieve our goal of zero incidents for the entire project. However, such incidents did motivate us to make the utmost effort to ensure construction safety through careful investigation of the causes of accidents, the creation of preventive measure proposals, and the reinforcement of our re-education system based on lessons learned.

To prevent traffic accidents, we employed retired local policemen to ensure safe driving practices and the observation of rules by drivers of construction-related vehicles. We also held a traffic safety campaign together with local residents. As proof of the effectiveness of these measures, the project achieved a record of 400,000 kilometers driving without traffic incident.

Various Considerations for the Environment

Because the construction in Sakhalin occurred in the midst of a vast tract of nature, environmental protection based on local requirements was a major issue right from the beginning. The period from May to August is the spawning period for pink salmon in Aniva Bay, which is part of the construction site. The project restricted dredging and other operations that would disturb the sea bed in the bay during this period. The project teams incorporated these environmental protection constraints into the construction plan at the planning stage; thereby the construction proceeded with full-scale environmental protection measures.

Prior to the start of construction, we conducted an environmental survey of all the living and nonliving material and nature (plants, air, groundwater, rivers, pink salmon, sea mammals and phytoplankton, condition of the sea bed, and others) at the whole site and in the surrounding areas to obtain baseline data. During the construction period, we continuously monitored environmental impact by regularly checking over 100 observation points

covering the site, including the sea. As one of the synergistic effects of this and the rainwater measures, the profuse number of pink salmon that swim up the stream to spawn in autumn is a rare sight at any other plant site in the world.

Contributing Economic Benefits to the Region

This LNG project has made it possible to develop oil and gas fields of the Sakhalin continental shelf that had been inaccessible up to now. As a result, the project has contributed major benefits to regional economic development. In particular, along with oil and gas exploration have come royalty revenues and rent and tax revenues from Russian and foreign companies. These earnings have caused an extraordinary growth in the finances of regional governments and the economies of municipalities.

At its peak, the project employed more than 9,000 construction workers from 40 countries. The standard of living has risen with the construction and renovation of hotels, restaurants, marketplaces, and department stores.

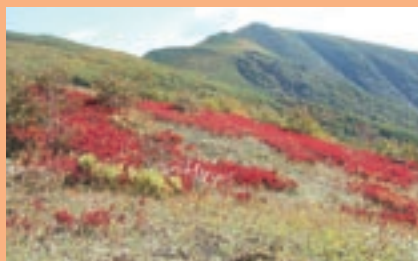
Along with the construction of the plant, the project built significant infrastructure: maintaining, widening, constructing, and surfacing roads; rebuilding bridges; constructing and renovating hospitals and airports; and constructing and renovating schools and care facilities. Moreover, we gave preference to Russian companies in awarding subcontracts, nurturing skilled workers as the project proceeded by training young local engineers in Japan, and established a local training center. Through these methods, we transferred the latest project management technology to Russian companies.

We also undertook activities to maintain the cleanliness and beauty of the environment, such as the periodic cleaning of the construction site and other areas in towns.

Nature in Sakhalin



Oyster spreading underwater at Lake Busse



The short summer of Chekhov Mountain



Plant site covered with snow



Crowds of sea lions by the sea

Share Acquisition

Acquisition of Water Treatment Engineering Company in Mexico

In partnership with Mitsui & Co., Ltd., TOYO participated in the acquisition of Atlatec Holdings, S.A. de C.V. (formerly Earth Tech Mexican Holdings, S.A. de C.V.), a leading Mexican water treatment engineering company. Mitsui purchased 85% of the company, while TOYO took a 15% stake.

Operating from the city of Monterrey in northern Mexico, Atlatec is an engineering company with about 180 engineers (about 590 employees in total) that has its origin in a water treatment division of Cydsa, S.A.B. de C.V., a chemicals company. Atlatec primarily designs, constructs, and operates industrial wastewater treatment, sewage, and other related plants and facilities. In addition, the company develops water treatment plants for municipalities and corporations, as well as investing in and managing water treatment operations. Currently, Atlatec operates 15 water treatment plants, mainly in Mexico. It has an R&D department that can also function as a water quality certification body and offers these services outside the company.

As part of its infrastructure business development activities, TOYO is seeking to utilize the engineering and business know-how of Atlatec for effective use of water resources, a field that is drawing increasing attention globally. TOYO plans to pursue an integrated business approach (EPC, O&M, etc.) in this area.



Industrial water treatment plant built for the Petróleos Mexicanos (PEMEX).

Website Redesign

Website Redesign — Redesign focused on being easy to use and easy to understand

We have redesigned the website you have become so familiar with. The overall aim of the redesign was to make it easier for users to navigate the site and find the information they want.

The smiling faces on the top page of the site are the employees of the Company and its overseas subsidiaries and affiliated companies. Watch carefully and you will see that the faces continually change! We hope these images give viewers a sense of the teamwork and vitality of our Group companies working on a variety of projects around the world. We also have added a new Global Toyo clock that comes up when you access the site. The cities plotted on the map are the locations of all our overseas bases. Clicking on any location will give you the local time.

There is a new section on the site entitled “Projects.” In this area we have included descriptions of some of our projects along with photographs or illustrations. In the “Solutions” section, we offer a glimpse of some of the solutions we have created together with our clients to deal with their specific issues. The “Investor Relations” section

has a new IR Library area that shows available information by type of materials and by fiscal year. We also have expanded and improved our “Contact Us” section to strengthen our communications with site users. We hope you will enjoy our new website and use it fully.

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



New Order FPSO Topside

Third FPSO Project Intensifies Drive Toward Upstream

In October 2008, TOYO was awarded detailed topside engineering work by MODEC Offshore Production Systems (Singapore) Pte. Ltd., an affiliated company of MODEC, Inc., Japan, for the Topsides of an FPSO (Floating Production, Storage and Offloading) destined for offshore West Africa.

The FPSO is to be delivered in 2011 to BP Exploration (Angola) Ltd., an affiliated company of BP p.l.c., UK, for their development of offshore concession Block 31, offshore Angola.

MODEC, the world's top class FPSO/Floater Contractor, enjoys a dominant FPSO market share in the Asia-Pacific region and is further expanding its market share in West Africa and Latin America.

This award is TOYO's third FPSO project from MODEC. Through tighter collaboration with MODEC, TOYO is striving to strengthen its upstream business, including oil/gas field development engineering, as one of its highest priority target areas.



TOYO's first FPSO, Stybarrow Venture MV16 (MODEC)

Project Completion Integrated Siloxane Plant

TOYO Completes the First Phase of Dow Corning's Integrated Siloxane Plant in China

In September 2008, TOYO successfully completed the first phase of an integrated siloxane plant project for Dow Corning Corporation in Zhangjiagang, Jiangsu, China. The project was set up to meet growing demands for silicone products in China with a project phasing approach. Commenting at the final executive sponsors meeting, Mr. Brett Able, Corporate Vice President and Chief Engineer of Dow Corning Corporation, said that Dow Corning appreciated TOYO's efforts in the project's implementation. Currently, engineering, procurement and construction work for the second phase of the project is underway at the plant site, with completion scheduled for 2010.



Siloxane project for Dow Corning Corporation in China

Dow Corning's Corporate Vice President Invited for Lecture

On November 21st, 2008, Mr. Brett W. Able visited TOYO and delivered a lecture titled "Owner's Perspective on The E.Ps.Cm.* Interface & Opportunity." As a leader of Global Capital Engineering, Mr. Able introduced his company's policy and passion regarding international project implementation, suggesting advanced relationships between project owners and engineering contractors. The lecture was a valuable opportunity for more than 150 Toyo members to learn about the project owner's view directly.



Mr. Able and TOYO President & CEO Mr. Yamada at the lecture

*E.Ps.Cm.: Engineering, Procurement service, Construction management

Groundbreaking Ceremony Held for Gasoline Desulfurization Unit for Taiyo Oil

In November 2008, TOYO held a groundbreaking ceremony for the desulfurization unit and residual fluidized catalytic cracking unit (RFCC) commissioned by Taiyo Oil Co., Ltd., for that company's Shikoku Operations in Ehime, Japan. The project is intended to further boost the competitiveness of Taiyo Oil's core Shikoku Operations by ramping up the production of such high value-added products as gasoline and petrochemical products by converting the heavy oil produced by operations. For these new units, Taiyo Oil has placed an emphasis on environmental protection and energy conservation considerations with the next 100 years of operations in mind. Among the units commissioned in the project, the company has ordered units for propylene refining (5,400 BPSD), indirect alkylation (6,000 BPSD), and gasoline desulfurization (13,000 BPSD). When the new units come on stream, the annual production capacity of the Shikoku Operations for high value-added products will increase by approximately 600,000 kiloliters of gasoline and about 100,000 tons of propylene.

TOYO is committed to delivering high-quality plants on time without lost time incident.



TOYO President & CEO Mr. Yamada at the groundbreaking ceremony

Ethylene Crackers, Streamlining, and Revamping Measures Completed for Maruzen

In June 2008, TOYO completed streamlining and revamping a new No. 3 ethylene production plant (3EP) for Maruzen Petrochemical Co., Ltd., at its Chiba plant in Japan. The project was launched in September 2006 following various feasibility studies and basic planning stages. As can be surmised from the client's project name, "3EP International Competitiveness Strengthening Measures Construction," the project entailed a major renewal of the 300,000 t/y ethylene plant built by TOYO about 40 years ago, which was at the time both the largest and first of its class in Japan. The renewal focused on improving the olefins yields, diversifying raw material sources, and boosting energy conservation. The main construction entailed two new crackers (SRT-V of Lummus) and a revamping of the downstream refining process. A key feature of the project was project implementation simultaneous with continued plant operations in a compact work area. By taking the construction challenges into account in the engineering design, and by careful planning and attention to detail, TOYO was able to complete the project on schedule without interrupting plant operations. Maruzen Petrochemical held the new cracker ignition ceremony on July 7, 2008, and the plant is now operating smoothly, including the revamped downstream refining processes.

TOYO contributes to the client's competitiveness and stability of operations by revamping plants under operation without any reduction in operating rates, and by executing the project with full consideration for safety.



Toyo Canada Corporation



Ford Tower, where Toyo-Canada's office is located

Toyo Canada Corporation (Toyo-Canada) is situated in Calgary, the largest city in Alberta, a province in western Canada.

Alberta is the very image of Canada as a land of vast nature, with the massive Rocky Mountains in the west and expansive prairies in the east. Just a little way out of the urban area, you will frequently encounter wild animals, such as deer, squirrels, rabbits, and coyotes. During the winter, temperatures can reach -40°C to -50°C . However, because the number of days of sunshine are relatively high and the aurora borealis can be seen during the clear skies of fall and winter, Alberta is famous as a tourist destination.

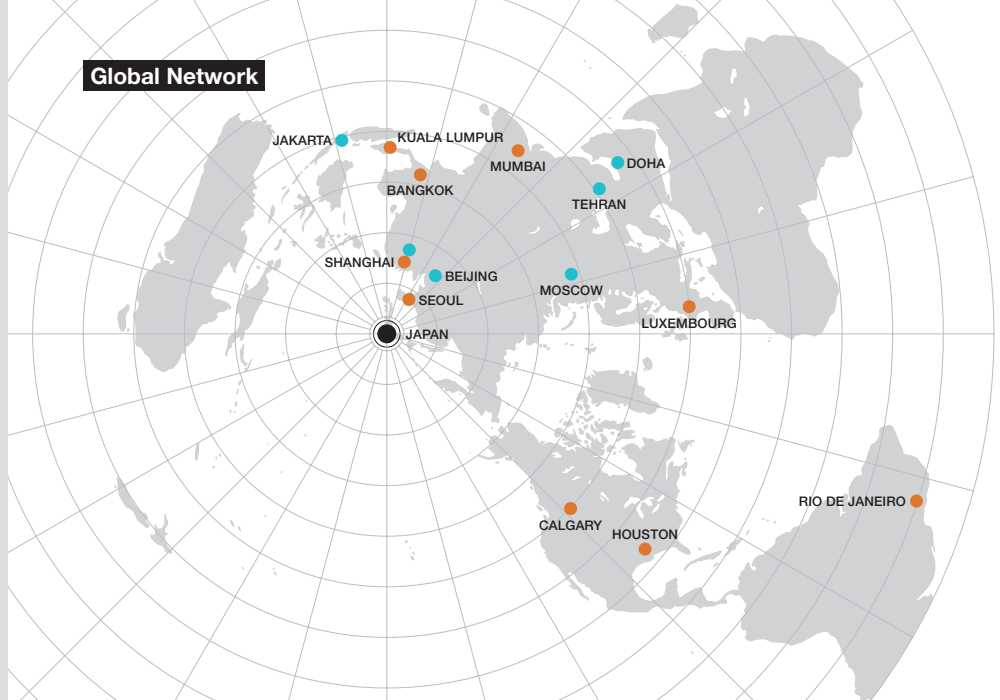
Alberta also has petroleum resources under its prairie lands, giving the province not only agricultural and forestry industries, but also a big energy industry encompassing oil, natural gas, and oil sands. It is said that Alberta provides the foundation for the economy of Canada, a country with the world's second largest oil resources.

With due consideration for its beautiful nature, investment in the development of Alberta's natural resources is progressing in Canada. TOYO is focusing on expanding its business in this country, supported by its record for completing projects under severe weather or climatic conditions and its knowledge of environmental protection measures.



The magnificent nature of Canada

Global Network



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