

Interim Results

November 19, 2003

President and COO
Shoji Morimoto

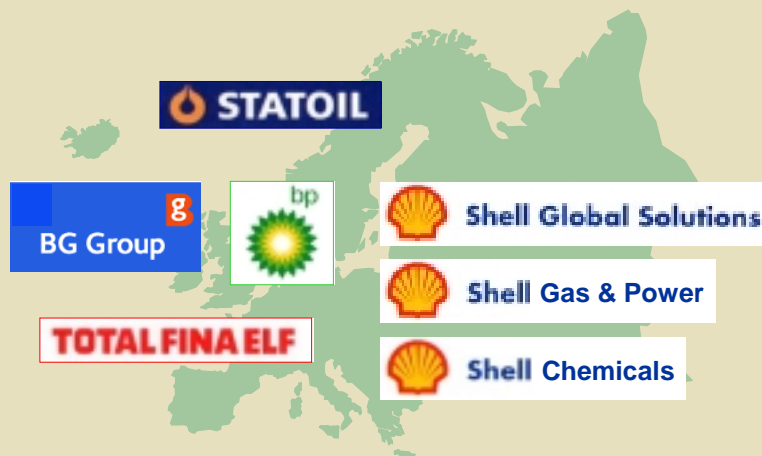


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Engineering for the Quality of Human Life 

1. Visits to European Oil Majors



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2. Major Orders Received in the First Half

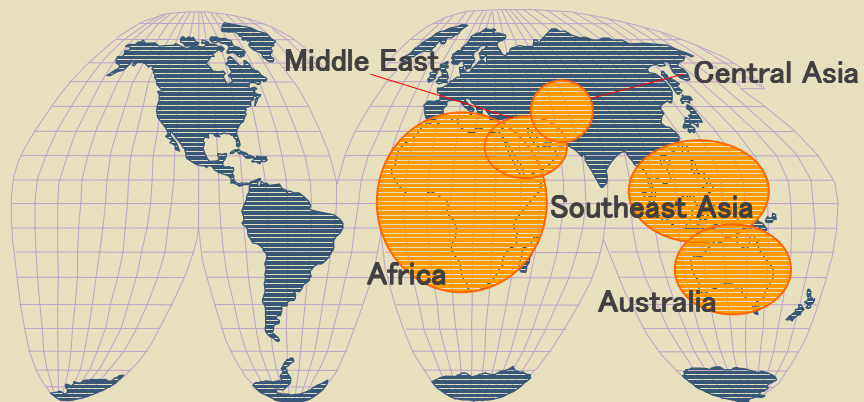
Business sector*	Project	Location
OGD	Gas Processing	Iran
PET	Refinery	Oman
	Desulfurization	Japan
PWR	Power Generation	Saudi Arabia

*OGD: Oil & Gas Development, PET: Petroleum Refining, PWR: Power Generation

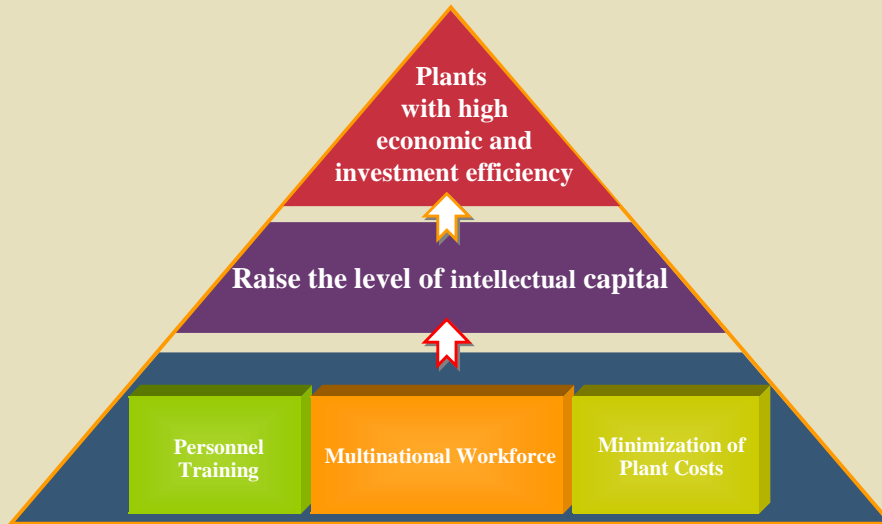
- Total orders received: ¥235.0 billion
- New contract goal: ¥340.0 billion
(Fiscal 2003)

3. Market Size and Focus Areas in the Coming Fiscal Year

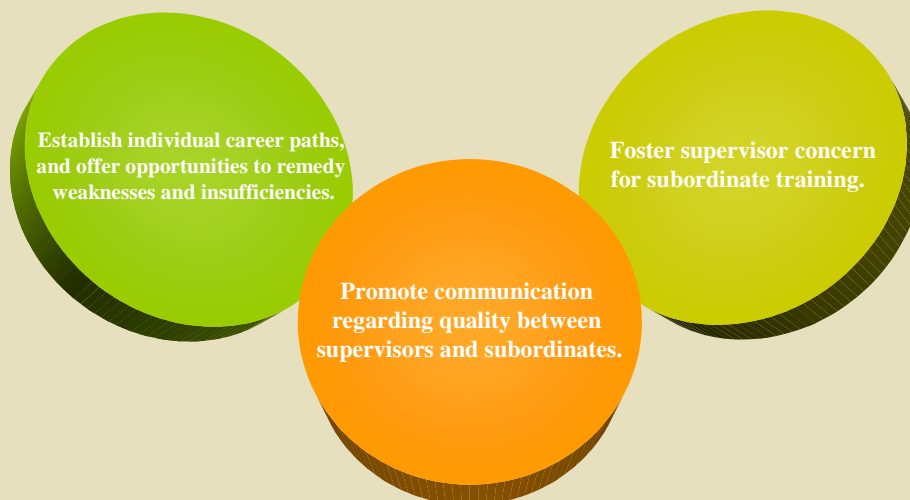
- Market size: ¥1.2 trillion – ¥1.4 trillion



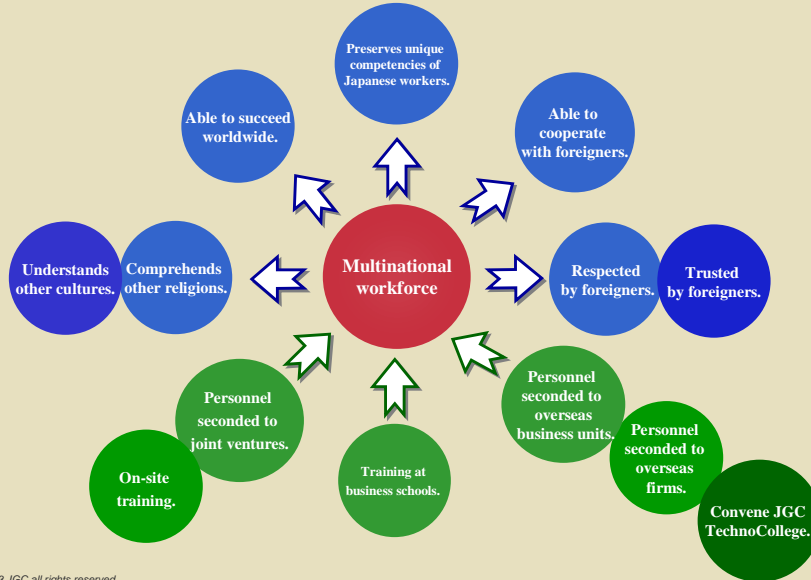
4. In Response to Client Needs



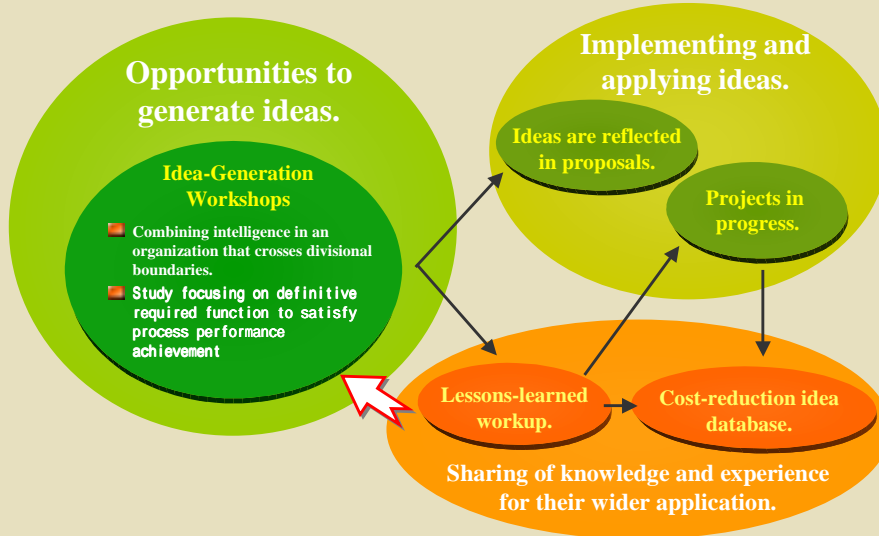
5. Personnel Training



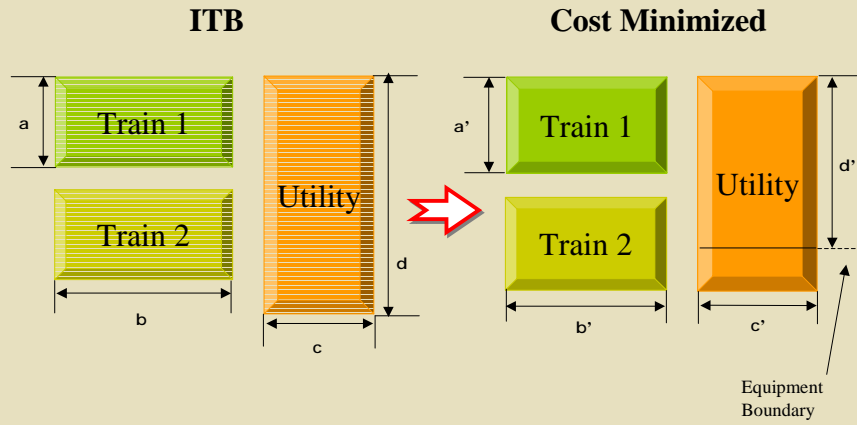
6. Building a Multinational Workforce



7-1. Plant Cost Minimization



7-2. Plant Cost Minimization (Case 1)



7-3. Plant Cost Minimization (Case 2)

