

May 16, 2012

Results Briefing for the Year Ended March 31, 2012



This report contains forward-looking statements regarding Toda Corporation and the Group's corporate plans, strategies, and business forecasts.

These statements include Toda Corporation's forecasts based on information currently available as of the announcement date, which are subject to a number of risks and uncertainties.

Therefore, the actual results or developments may differ from those presented in these forward-looking statements due to changes in various factors.

1. Summary of Financial Results

Executive Manager Yushi Kikutani

Highlights: FY2011

- **Consolidated Net Sales: ¥489.3 billion (up 8.2% year-on-year)**
 - : Net sales of completed construction contracts rose due to the increase of contracted construction by overseas subsidiaries.

- **Operating Income: - ¥7.9 billion (down ¥13.7 billion year-on-year)**
 - : Provision for loss on construction contracts was increased due to deteriorated construction profitability. A decrease in profit was also attributable to loss on valuation of real estate for sale.

- **Orders Received (non-consolidated): ¥403.2 billion (down ¥41.3 billion year-on-year)**
 - : Orders from the private sector remained almost flat as in the previous fiscal year, whereas orders from the public sector decreased by a total of 9.3% year on year due to a sluggish order flow from large-scale projects.

Summary: FY2011

(Billions of yen)	FY2010	FY2011			
		<i>Original Forecast</i>	Actuals	<i>Change (year on year)</i>	<i>Difference (vs. forecast)</i>
Consolidated net sales	452.4	463.5	489.3	+36.8	+25.8
Operating income	5.7	8.9	(7.9)	-13.7	-16.8
Ordinary income	7.2	10.0	(6.6)	-13.9	-16.6
Net income	3.5	5.0	(19.8)	-23.4	-24.8
Orders received (Non-consolidated)	444.5	451.0	403.2	-41.3	-47.7

Main Factors for Losses

■ Decrease in profits in the construction business

- ∴ Provision for loss on construction contracts of ¥4.7 billion was increased on the back of the deterioration of profitability at order receipt, and a delay in recovery of profitability.

■ Decrease in profits in the real estate business

- ∴ A loss on valuation of real estate for sale amounting to ¥7.3 billion was realized in an effort to enhance the efficiency of investment through the liquidation of long-held real estate assets.

■ Extraordinary losses

- ∴ Loss on valuation of investment securities and impairment loss were ¥3.3 billion and ¥2.4 billion, respectively.

■ Increase in income taxes

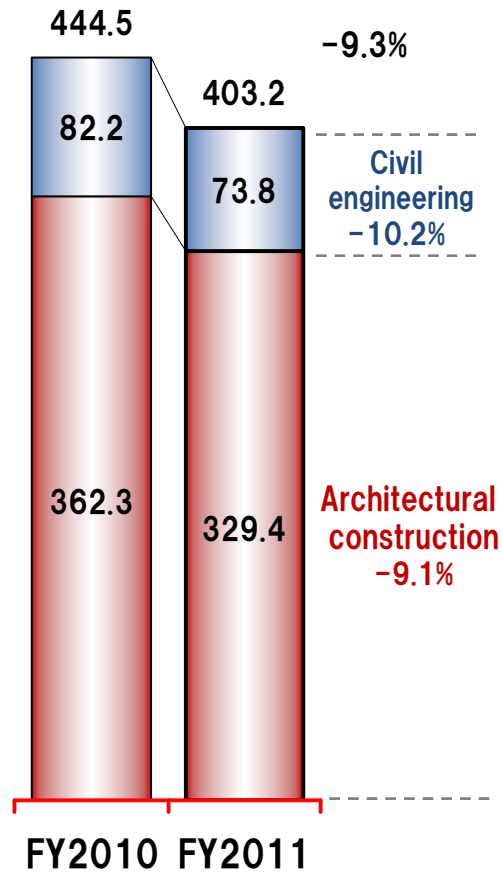
- ∴ Tax expenses increased due to ¥5.9 billion reversal of deferred tax assets reflecting tax revisions.

(Non-consolidated) Construction Business Performance

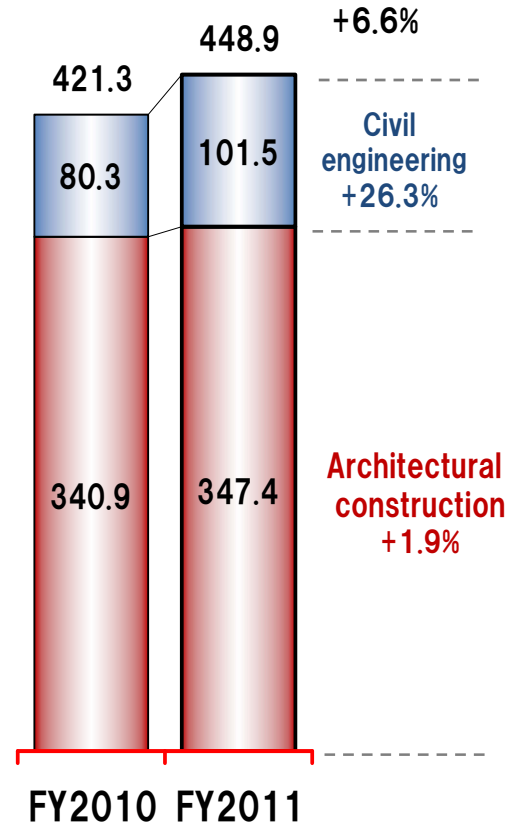


(Unit: Billions of yen)

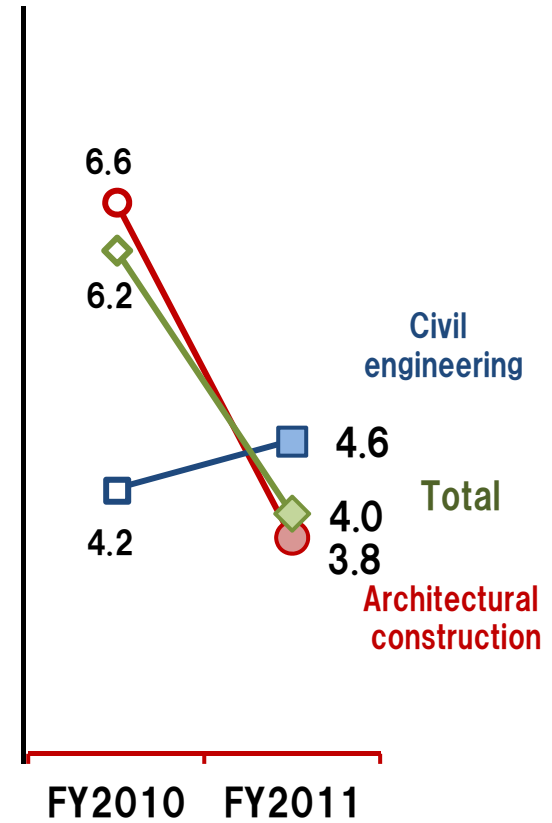
Orders Received for Construction



Net Sales of Completed Construction Contracts



Gross Profit Margin on Completed Construction Contracts (%)

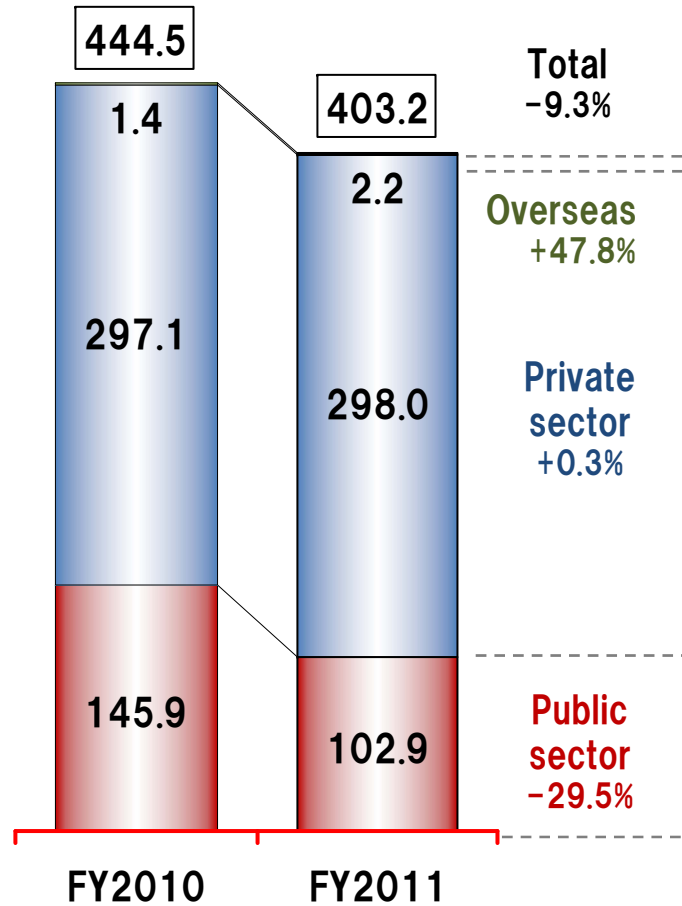


(Non-consolidated) Breakdown of the Orders Received

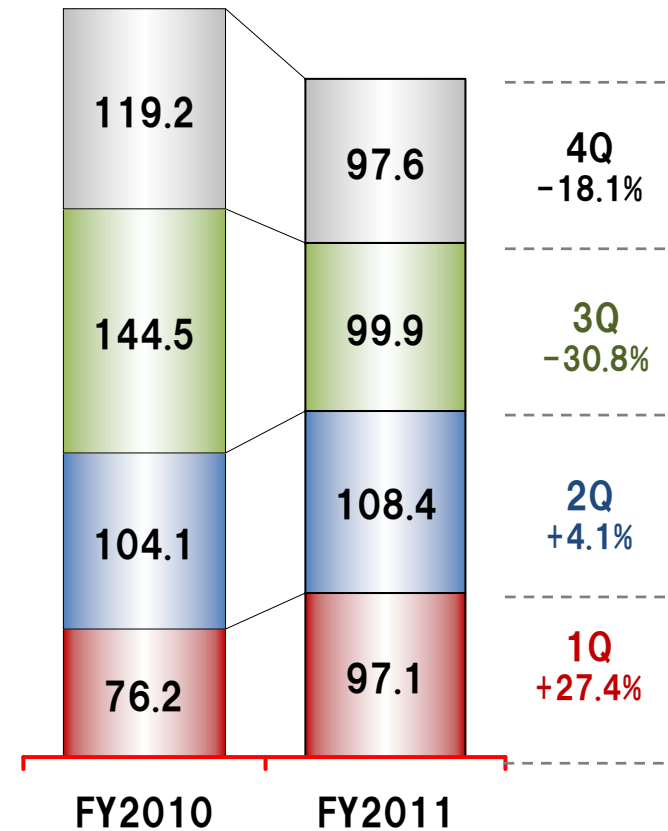


(Unit: Billions of yen)

Breakdown by Client



By Quarter



Main Orders Received

	Ordering Parties	Name of works
Architectural construction	MORI TRUST CO., LTD.	KYOBASHI TRUST TOWER
	YAMATO TRANSPORT CO., LTD.	Atsugi Distribution Terminal
	Nomura Real Estate Development Co., Ltd.; Mitsubishi Corporation	Funabashi Kita-Honcho Project
	Otsuna Women's University	Reconstruction of Chiyoda School Building
	WASEDA University	Waseda School Building D
	MEGMILK SNOW BRAND Co., Ltd.	Integrated Dairy Products Factory
Civil engineering	Miyagi Prefectural Government	Disaster waste management project (Watari processing area)
	Chugoku Regional Development Bureau	Shichiyama Bypass Fukube Sakyu Tunnel
	Kanto Regional Development Bureau	Chubu Odan Daigoyama Tunnel

*Honorific prefixes are omitted. Work names are abbreviations.

Main Works Completed

	Ordering Parties	Name of works
Architectural construction	Nakano Ekimae Development	Nakano Project
	Hanasaki Danchi Rebuilding Project Condominium Association	Hanasaki Danchi Condominium Rebuilding Project
	Kumamoto City	Redevelopment of Kumamoto Ekimae East-A Block
	Yurihonjo City	Construction of Cultural Complex Facilities
	Azabu University	Construction of Azabu University New School Building No. 3
	Osaka Gas Co., Ltd.	MS Mountain Tunnel
Civil engineering	Metropolitan Expressway Company Limited.	Koyasudai Ventilation Center, Tunnel and bridge abutment
	Bureau of Waterworks Tokyo Metropolitan Government	Kohoku Water Station: Removal of the Existing Facilities and Temporary Facilities

*Honorific prefixes are omitted. Work names are abbreviations.

1-1. Details of Financial Results

(Consolidated) Toda Group



Business		Subsidiaries in Japan	Overseas subsidiaries	17 companies
Construction	Architectural construction	<p>Toda Reform Co., Ltd.</p> <p>Sipco Industries Co., Ltd.</p> <p>APEC Engineering Co., Ltd.</p> <p>Chiyoda Kenkou Co., Ltd.</p>	<p>Construtora Toda do Brazil S/A</p> <p>Toda Construction (Shanghai) Co., Ltd.</p> <p>Thai Toda Corporation Ltd.</p> <p>Toda Vietnam Co., Ltd.</p> <p>Toda Philippines, Inc. ABTD, inc. *</p>	10 companies
	Civil engineering	<p>Toda Road Co., Ltd.</p>		1 company
Real estate		<p>Chiyoda Tochi Tatemono Co., Ltd.</p> <p>Yachiyo Urban Co., Ltd.</p>	<p>Toda America, Inc.</p>	3 companies
Others		<p>Toda Finance Co., Ltd.</p> <p>Chiyoda Staff Service Co., Ltd.</p> <p>Towa Kanko Kaihatsu Co., Ltd.</p>	<p>*Toda Philippines, Inc. and ABTD, inc. were established in the current fiscal year.</p>	3 companies

(Consolidated) Summary of Group Performance TODA

TODA CORPORATION

*Intra-company transaction is not eliminated in this chart.

FY2011 Billions of yen	Toda Corporation		Subsidiaries total		FY2011 Consolidated		Ratio of consolidated results to non-consolidated results
		%		%		%	
Net sales	457.3		58.1		489.3		1.07
Gross profit	12.7	2.8	3.1	5.4	15.1	3.1	1.19
Selling, general and administrative expenses	20.9		2.6		23.1		
Operating income	(8.2)	-1.8	0.4	0.8	(7.9)	-1.6	-
Non-operating income	1.0		0		1.3		
Ordinary income	(7.1)	-1.6	0.5	1.0	(6.6)	-1.4	-
Extraordinary income (loss)	(6.8)		(0)		(6.3)		
Income before income taxes	(14.0)		0.5		(13.0)		
Income taxes	5.5		0.7		6.7		
Net income	(19.6)	-4.3	(0.2)	-0.4	(19.8)	-4.1	-

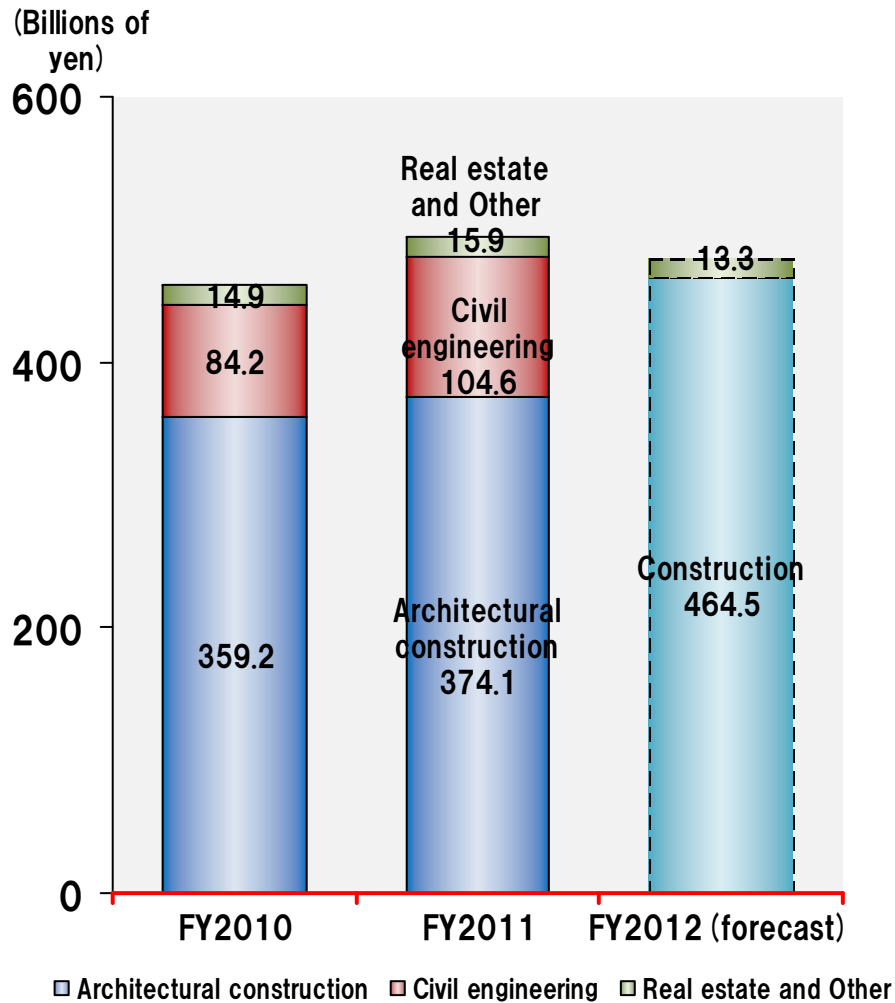
(Consolidated) Statements of Income

Billions of yen	FY2010 (Actual)		FY2011 (Actual)		Changes	FY2012 (forecast)	
		%		%			%
Net sales	452.4		489.3		+36.8	477.8	
Gross profit	30.5	6.7	15.1	3.1	-15.3	28.6	6.0
Selling, general and administrative expenses	24.7		23.1			24.5	
Operating income	5.7	1.3	(7.9)	-1.6	-13.7	4.1	0.9
Non-operating income	1.4		1.3			1.1	
Ordinary income	7.2	1.6	(6.6)	-1.4	-13.9	5.2	1.1
Extraordinary income (loss)	(0.4)		(6.3)			0	
Income before income taxes	6.7		(13.0)			5.2	
Income taxes	3.1		6.7			2.5	
Net income	3.5	0.8	(19.8)	-4.1	-23.4	2.7	0.6

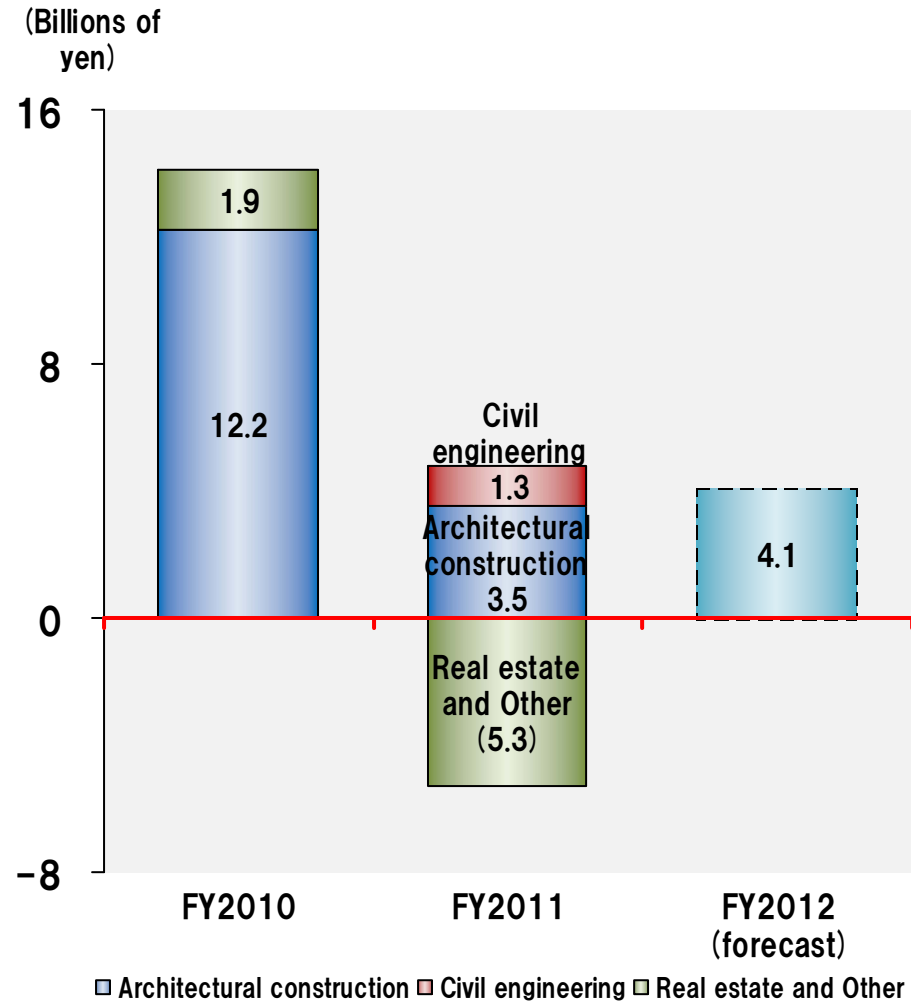
(Consolidated) Net Sales and Operating Income by Segment



Net Sales



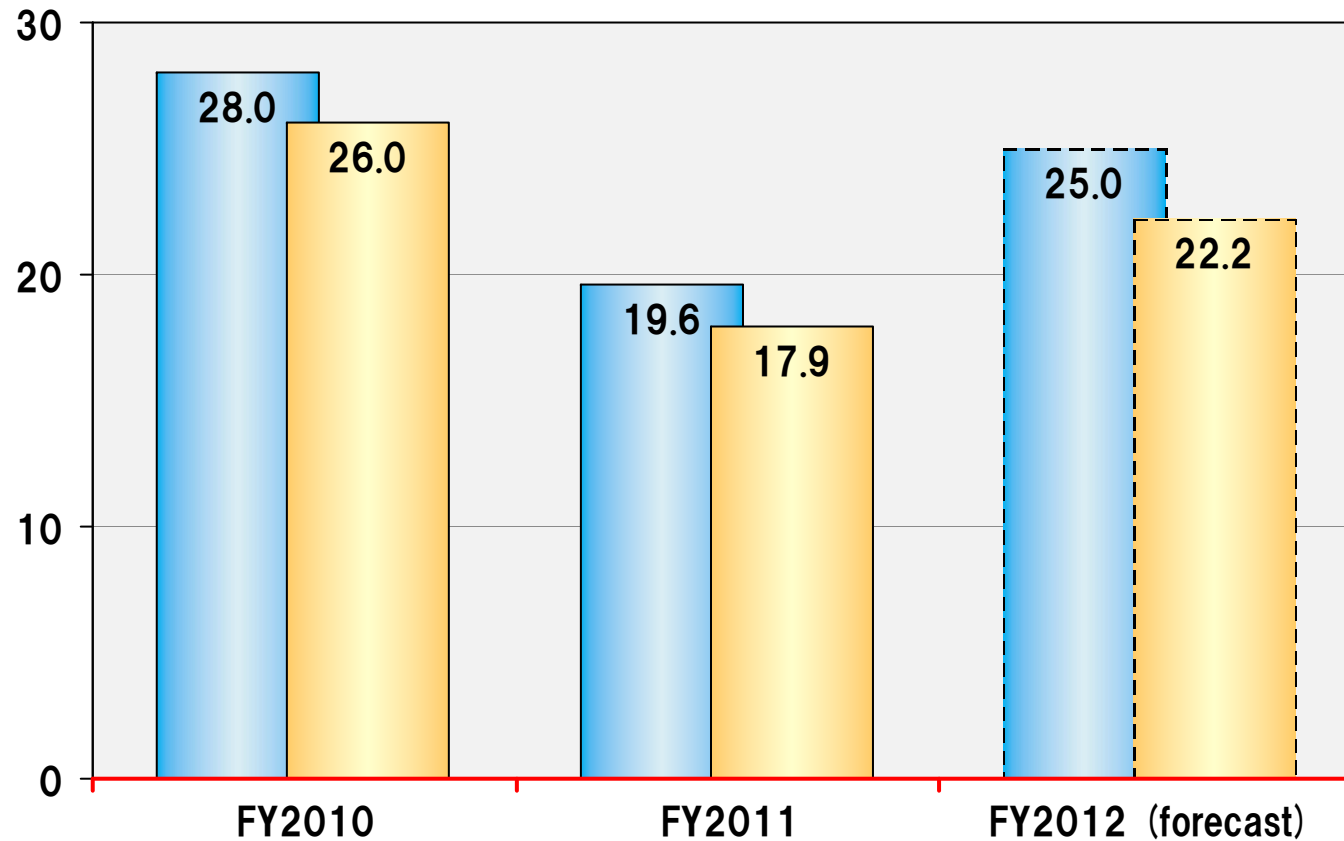
Operating Income



(Consolidated) Change in Gross Profit Margin on Completed Construction Contracts

(Billions of yen)

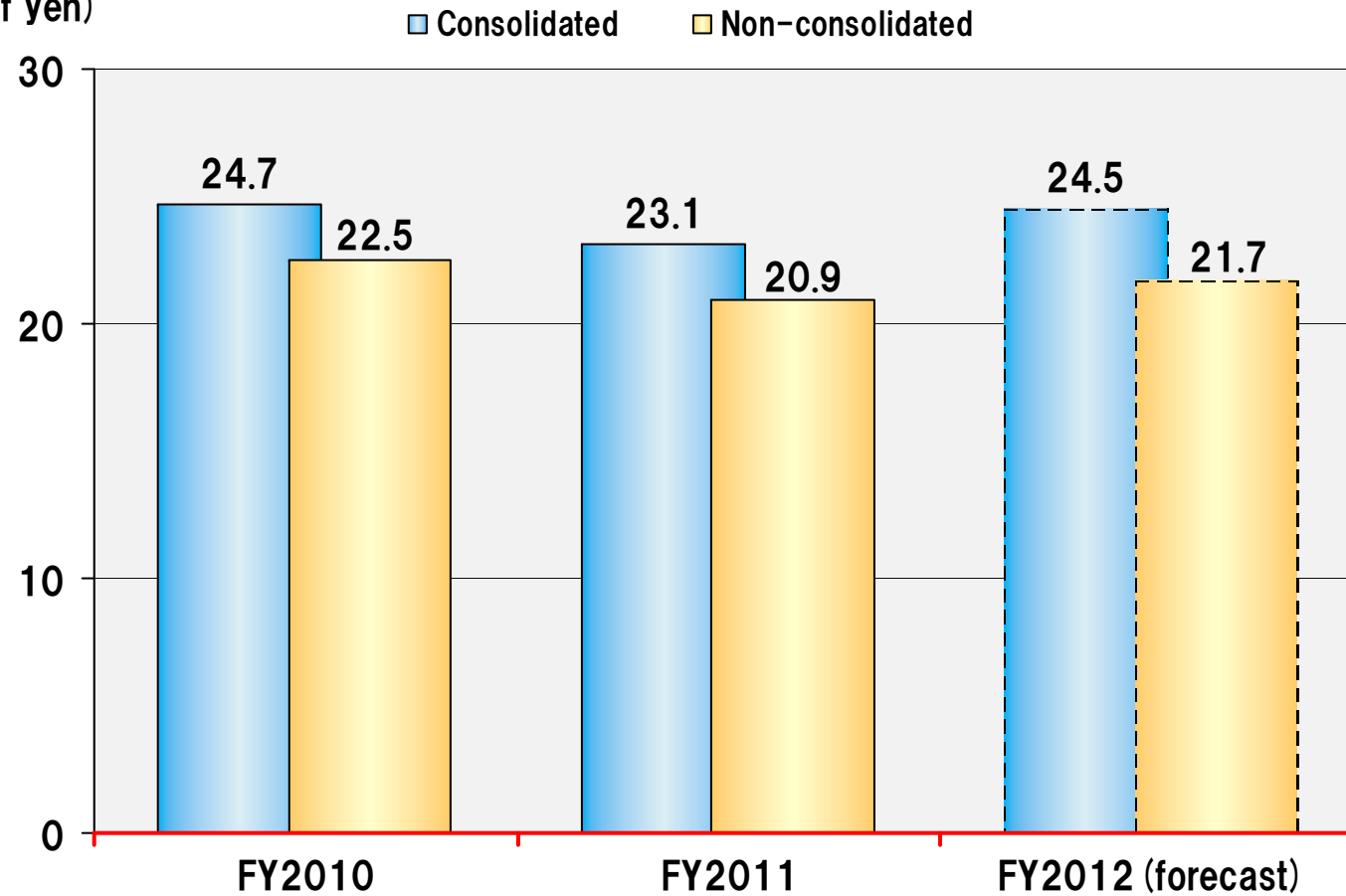
Consolidated Non-consolidated



Gross Profit Margin on Completed Construction Contracts Ratio	6.4%	4.1%	5.4%
---	------	------	------

(Consolidated) Change in SG&A

(Billions of yen)

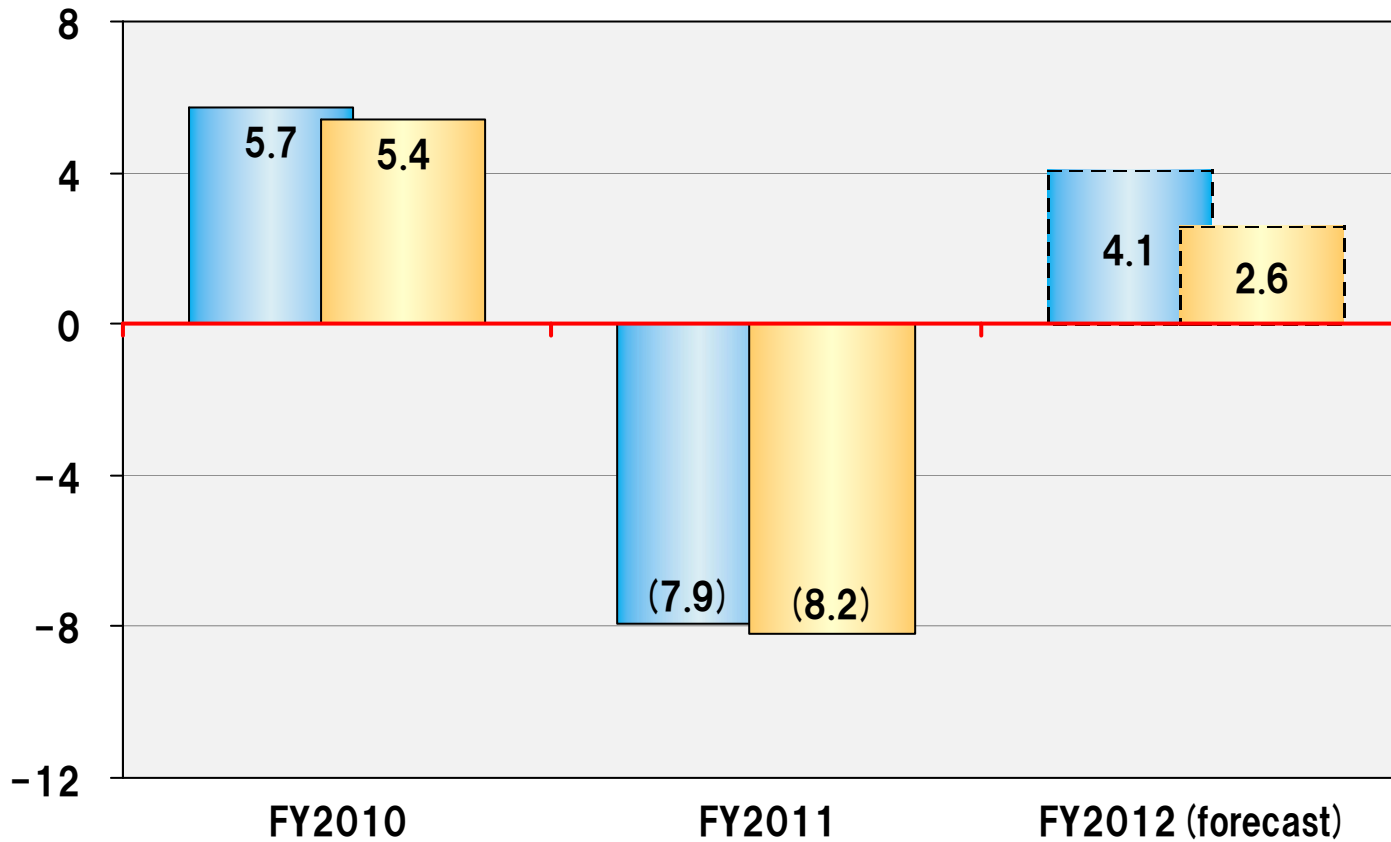


SG&A Ratio	5.5%	4.7%	5.1%
-----------------------	-------------	-------------	-------------

(Consolidated) Change in Operating Income (Loss)

(Billions of yen)

■ Consolidated ■ Non-consolidated

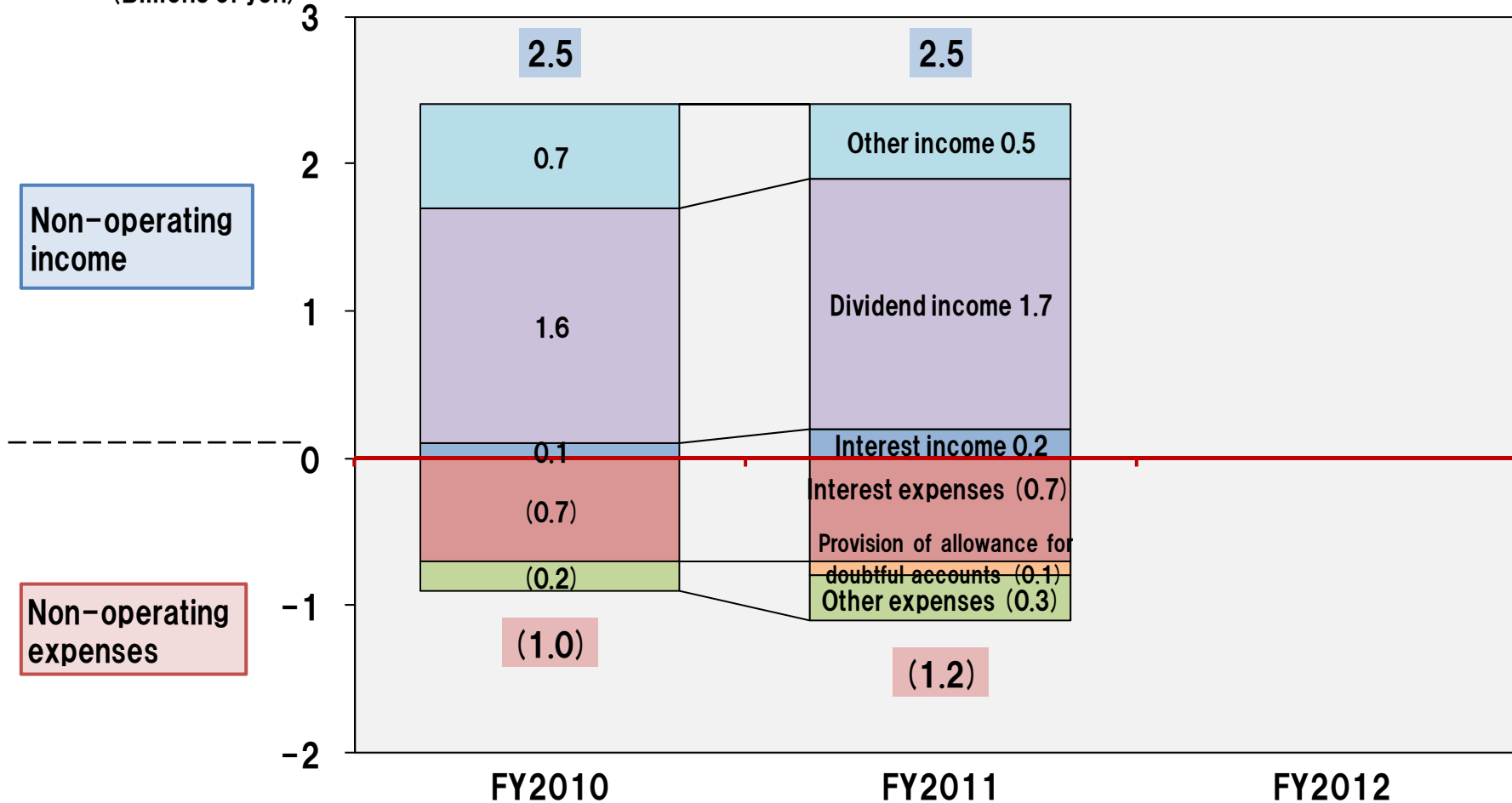


Operating Income Ratio	1.3%	-1.6%	0.9%
-------------------------------	-------------	--------------	-------------

(Consolidated) Change in Non-Operating Income (Loss)

Account Balance	1.4	1.3	1.1
------------------------	-----	-----	-----

(Billions of yen)

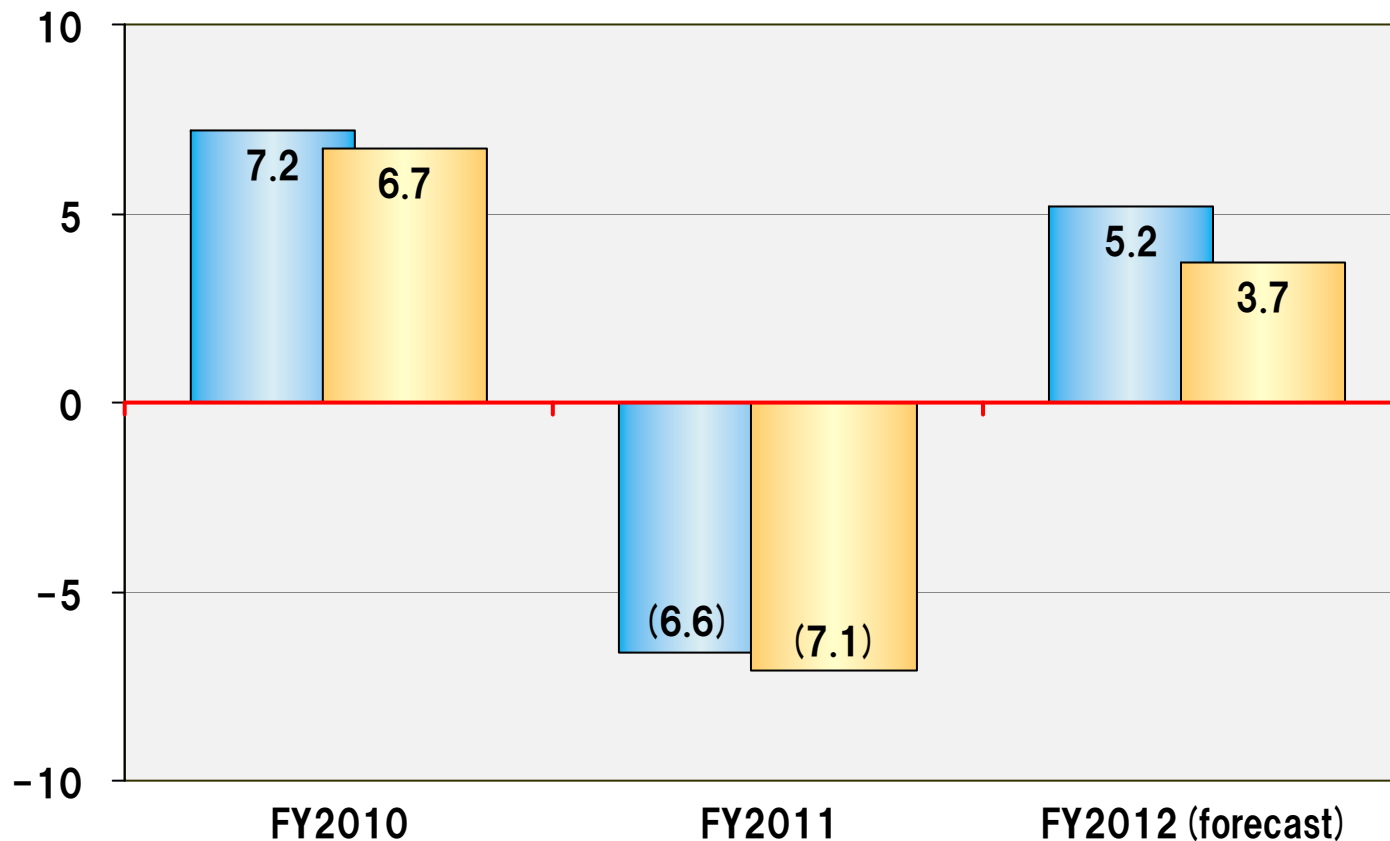


(Consolidated) Change in Ordinary Income (Loss)



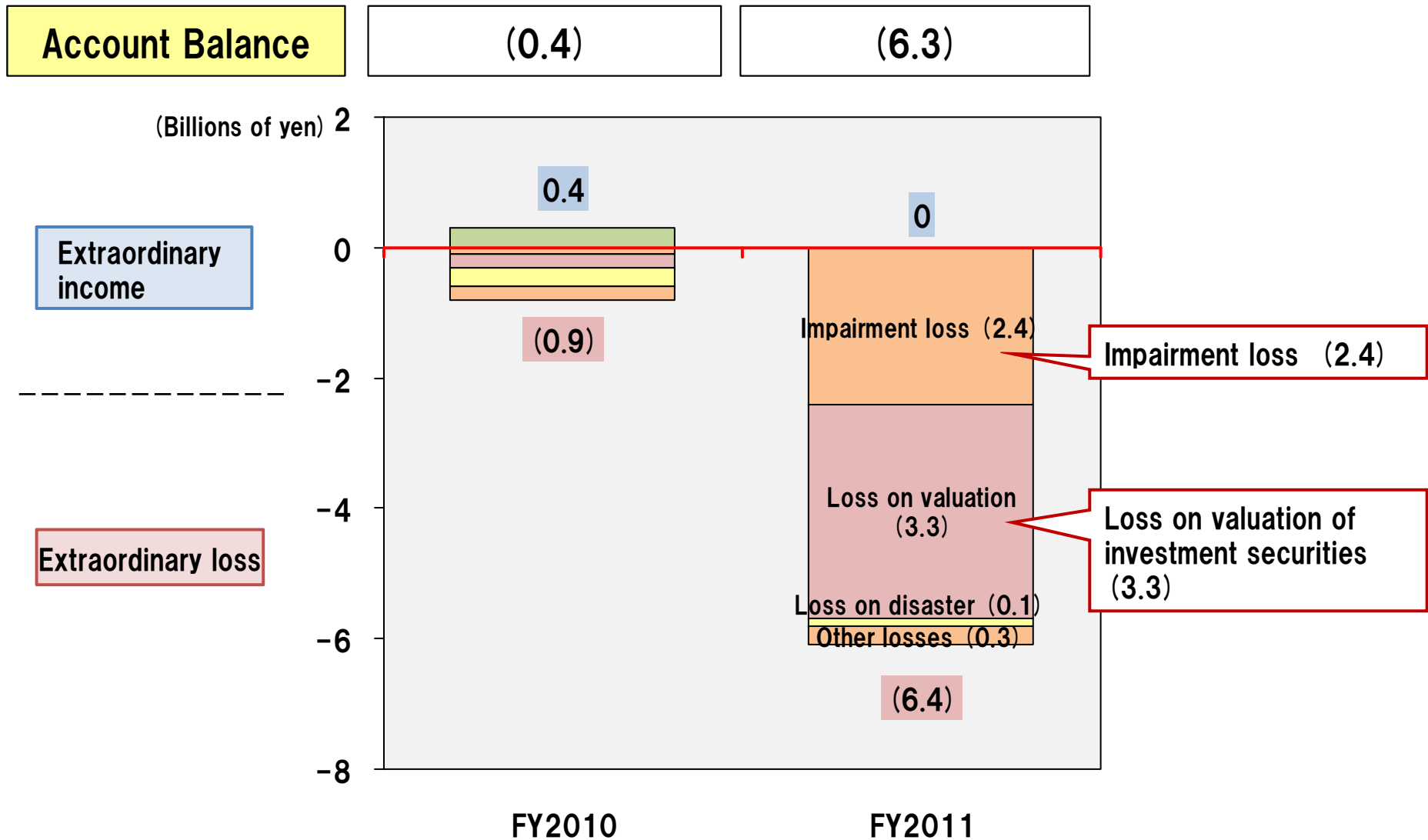
(Billions of yen)

Consolidated Non-consolidated

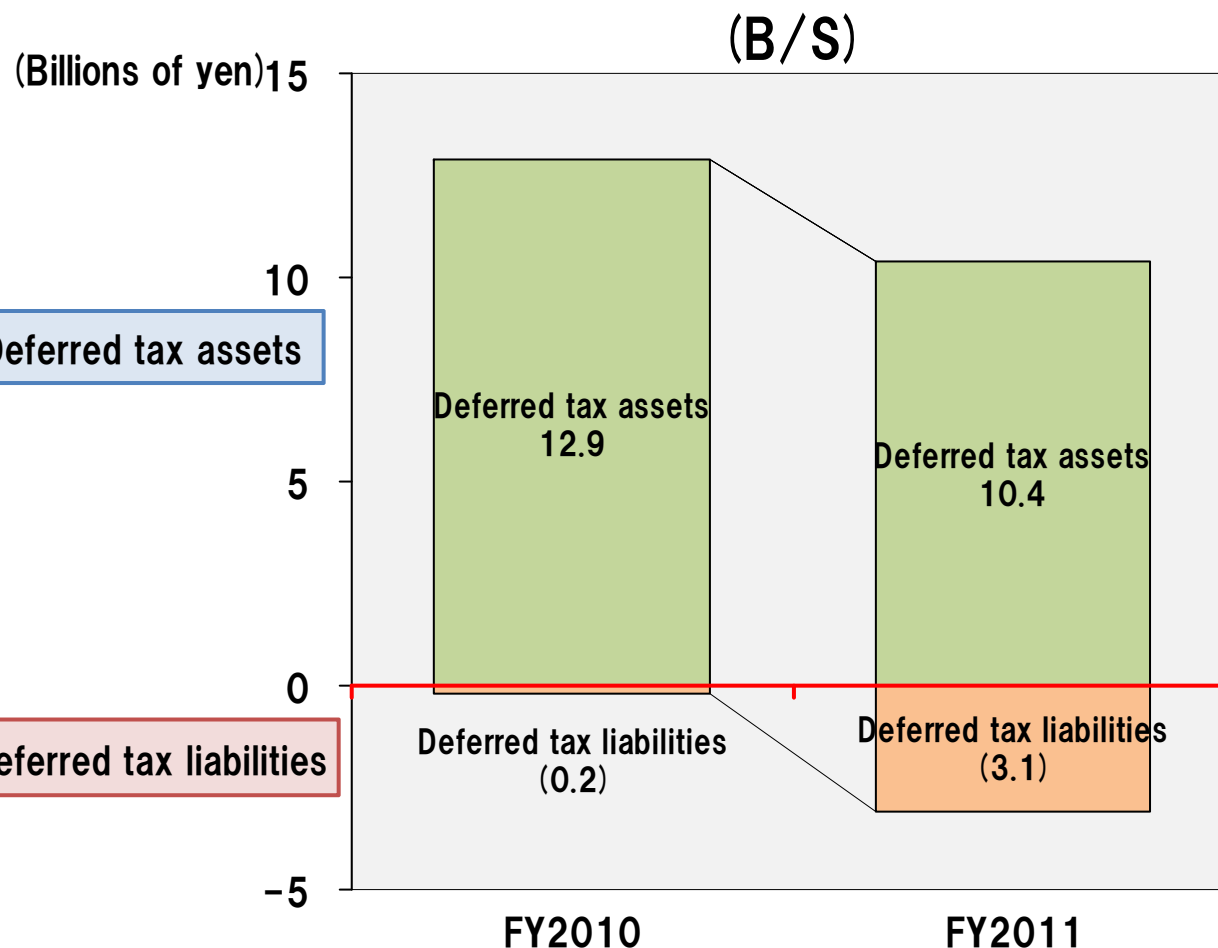


Ordinary income ratio	1.6%	-1.4%	1.1%
-----------------------	------	-------	------

(Consolidated) Change in Extraordinary Income (Loss)



(Consolidated) Deferred Tax Assets

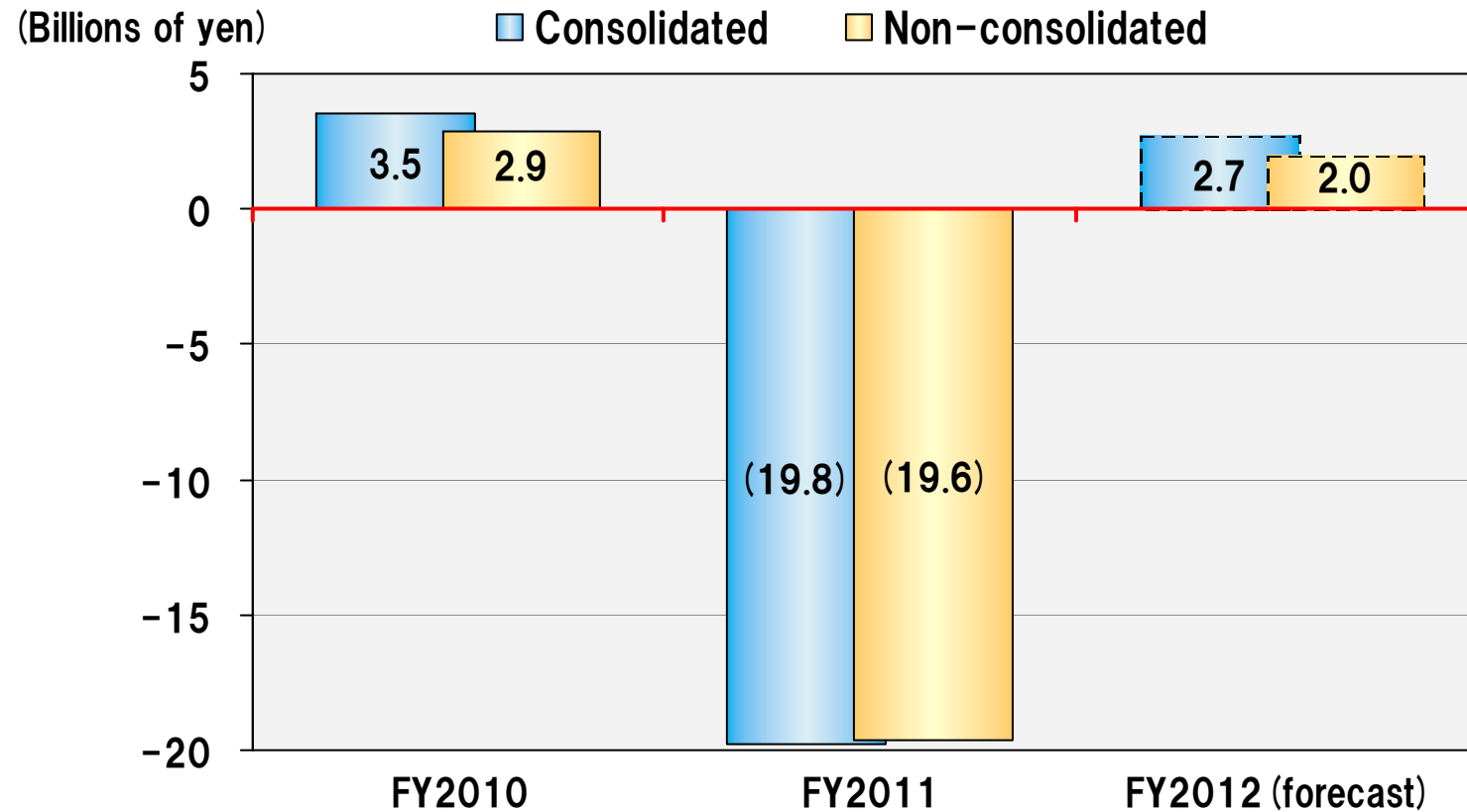


(P/L)

Income taxes deferred	
Decrease of deferred tax assets	2.5
Increase of deferred tax liabilities	2.8
Change	5.3
Loss on valuation of investment securities and other	1.4
Elimination of intra-company transaction	(0.9)
Total	5.9
(Gain on adjustment for changes of tax ratio)	2.1

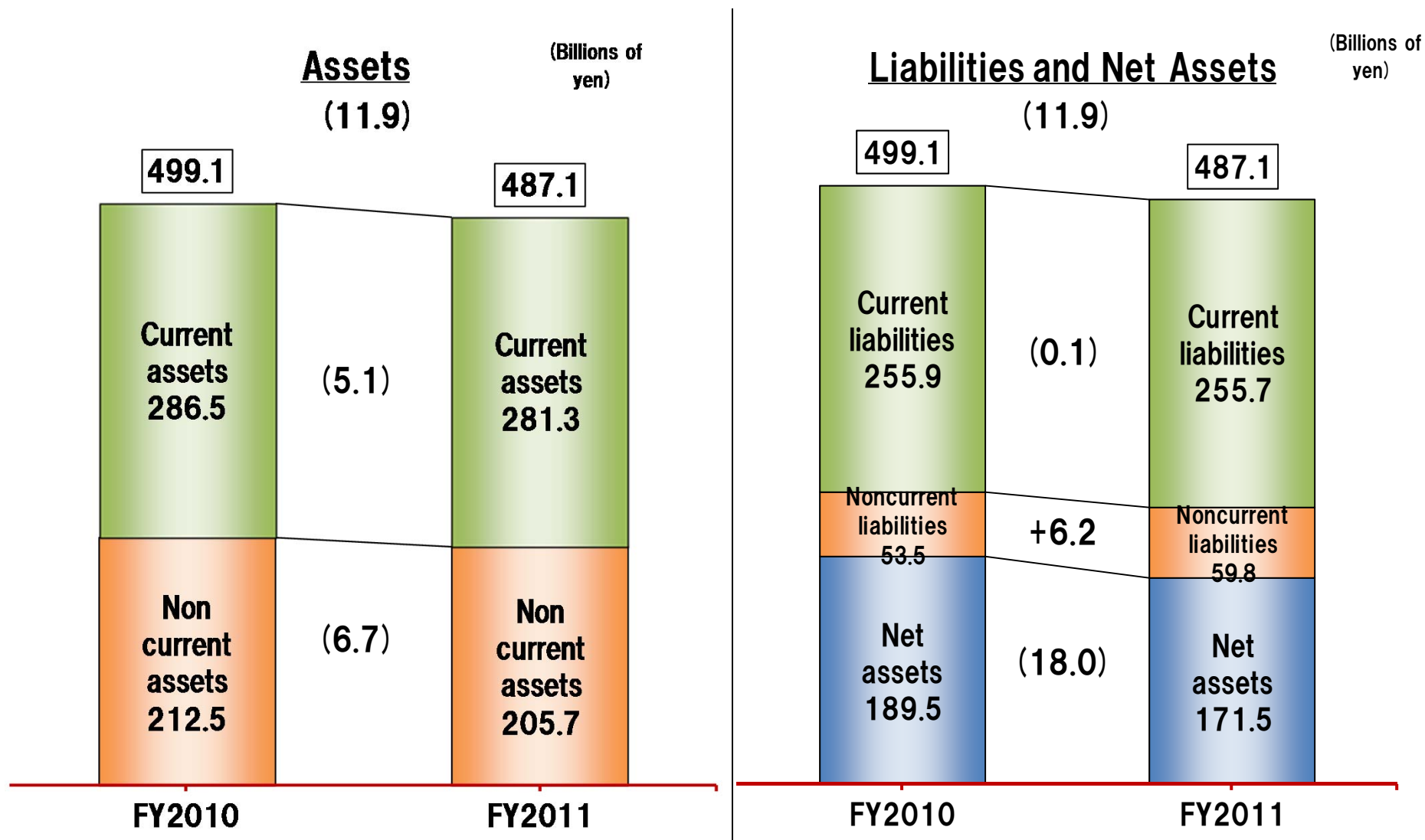
Deferred tax assets (net)	FY2010	12.6	→	FY2011	7.2
					(5.3)

(Consolidated) Change in Net Income (Loss)



Net income ratio	0.8%	-4.1%	0.6%
Dividends per share	7.0 yen	6.0 yen	6.0 yen

(Consolidated) Balance Sheets



(Consolidated) Detailed Consolidated Balance Sheets



Billions of yen	FY2010	FY2011	Remarks
			Figures in () are changes from the previous year
(Assets)			
Current assets	286.5	281.3	<div style="border: 1px solid black; padding: 5px;"> Cash 36.9 (-5.3) Notes receivable, accounts receivable from completed construction contracts and other 164.2 (+31.6) Costs on uncompleted construction contracts 30.9 (-20.0) </div>
Noncurrent assets	212.5	205.7	<div style="border: 1px solid black; padding: 5px;"> Real estate for sale 19.5 (-9.0) Deferred tax assets 10.2 (+2.9) </div>
Property, plant and equipment	89.1	87.3	<div style="border: 1px solid black; padding: 5px;"> Buildings and structures 17.7 (-0.3) Land 66.5 (-2.5) </div>
Intangible assets	2.2	3.0	
Investments and other assets	121.1	115.4	<div style="border: 1px solid black; padding: 5px;"> Investment securities 110.7 (+0.4) Long-term deferred tax assets 0.2 (-5.3) </div>
Total assets	499.1	487.1	

(Consolidated) Detailed Consolidated Balance Sheets



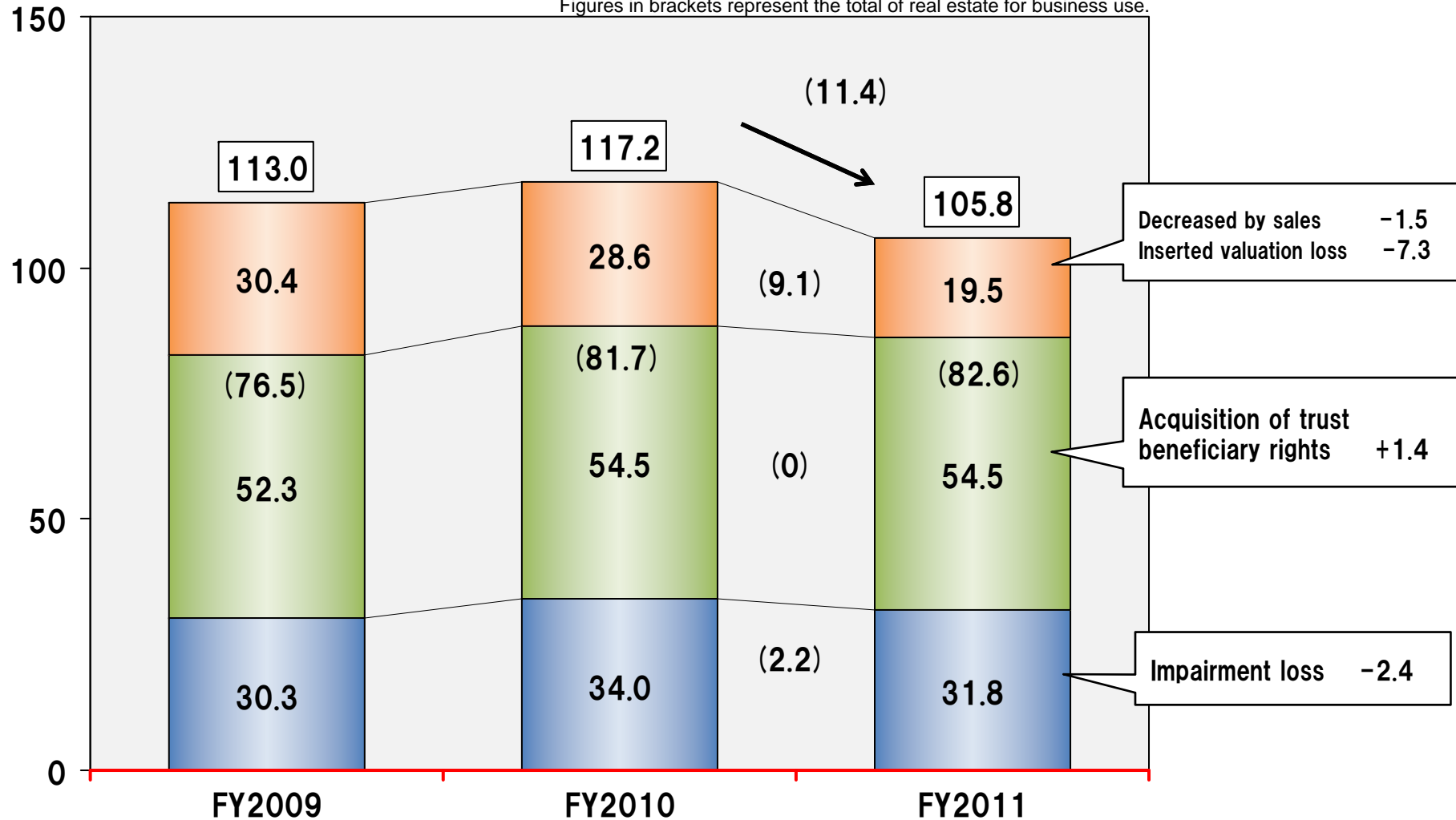
Billions of yen	FY2010	FY2011	Remarks
			Figures in () are changes from the previous
(Liabilities)			
Current liabilities	255.9	255.7	Notes payable and other accounts payable 132.7 (+14.6)
			Short-term loans payable 37.0 (-6.8)
			Advances received on uncompleted construction contracts 41.2 (-14.2)
Noncurrent liabilities	53.5	59.8	Provision for loss on construction contracts 14.0 (+4.7)
(Net Assets)			
Shareholders' equity	167.8	146.2	Long-term loans payable 20.4 (+6.2)
			Deferred tax liabilities 3.1 (+2.9)
Valuation and conversion adjustment	18.3	21.0	Provision for retirement benefits 22.0 (-0.7)
			Retained earnings 103.7 (-22.1)
			Valuation difference on available-for-sale securities 17.0 (+1.4)
Total Liabilities and Net Assets	499.1	487.1	

(Consolidated) Change in Real Estate Holding

(Billions of yen)

■ For business use (own use) ■ For business use (rent) ■ For sale

Figures in brackets represent the total of real estate for business use.

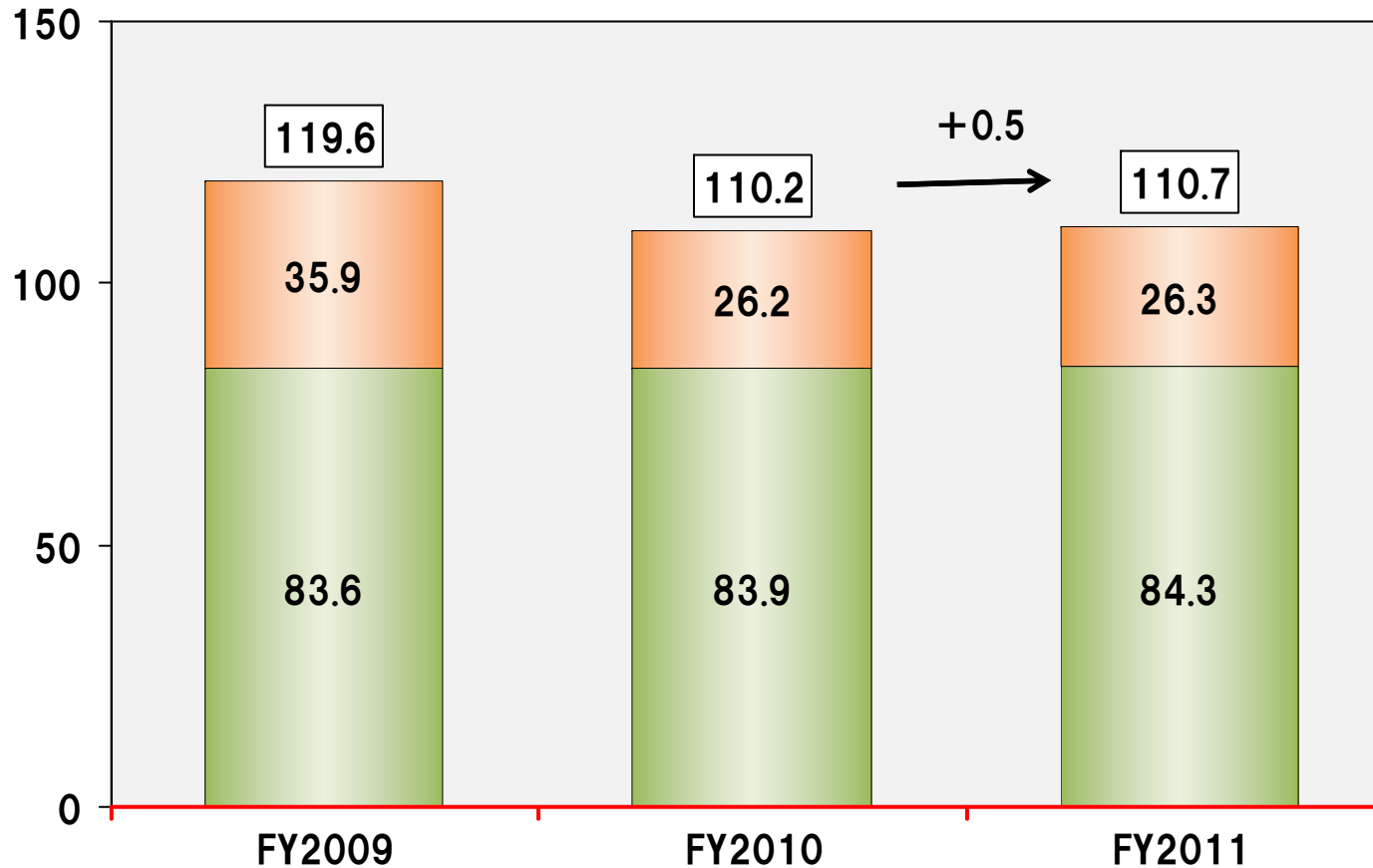


(Consolidated) Change in Investment Securities

(Billions of yen)

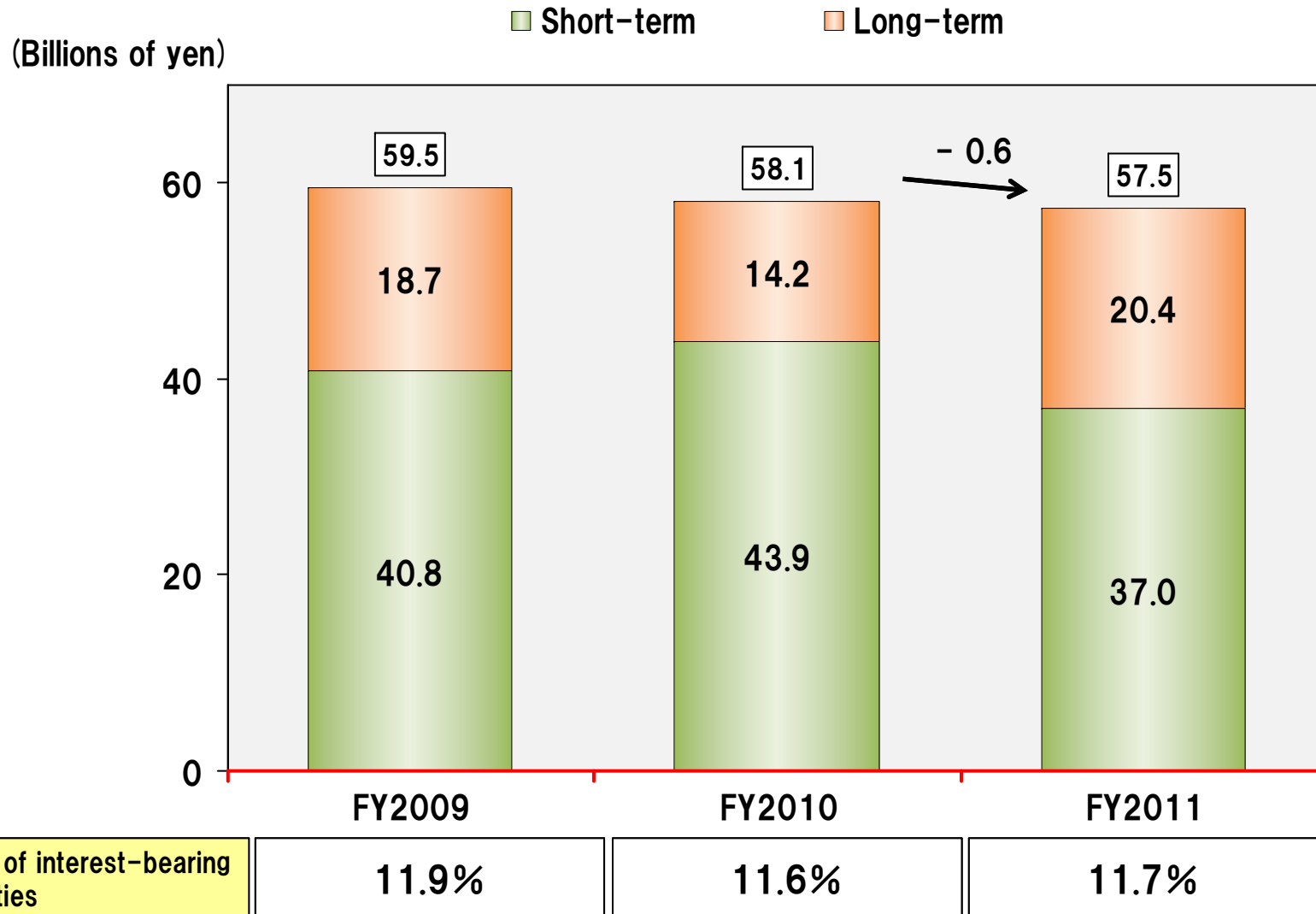
■ Book value

■ Valuation difference



Nikkei Stock-Average	11,089 yen	9,755 yen	10,083 yen
----------------------	------------	-----------	------------

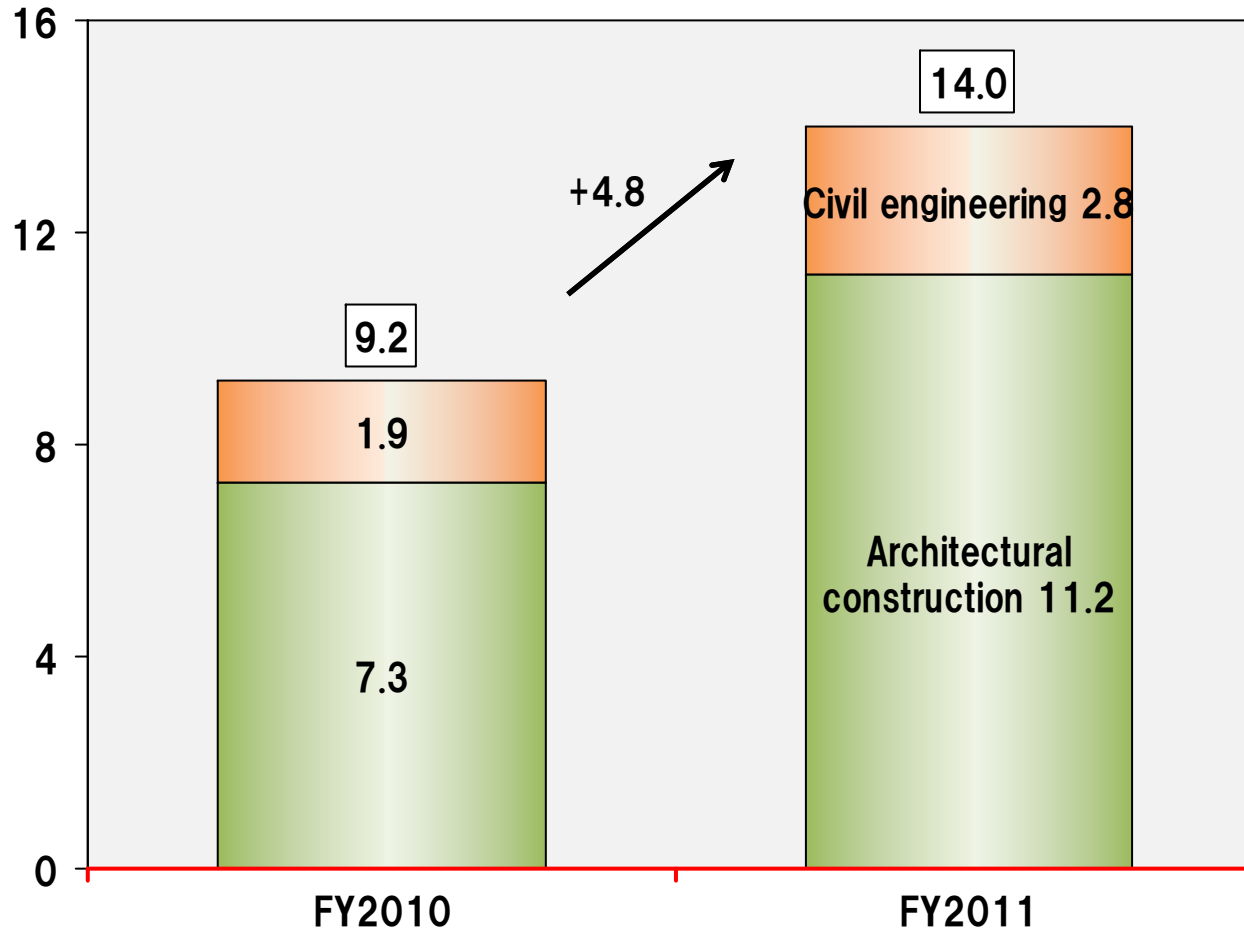
(Consolidated) Change in Interest-Bearing Liabilities



(Consolidated) Change in Provision for Loss on Construction Contracts

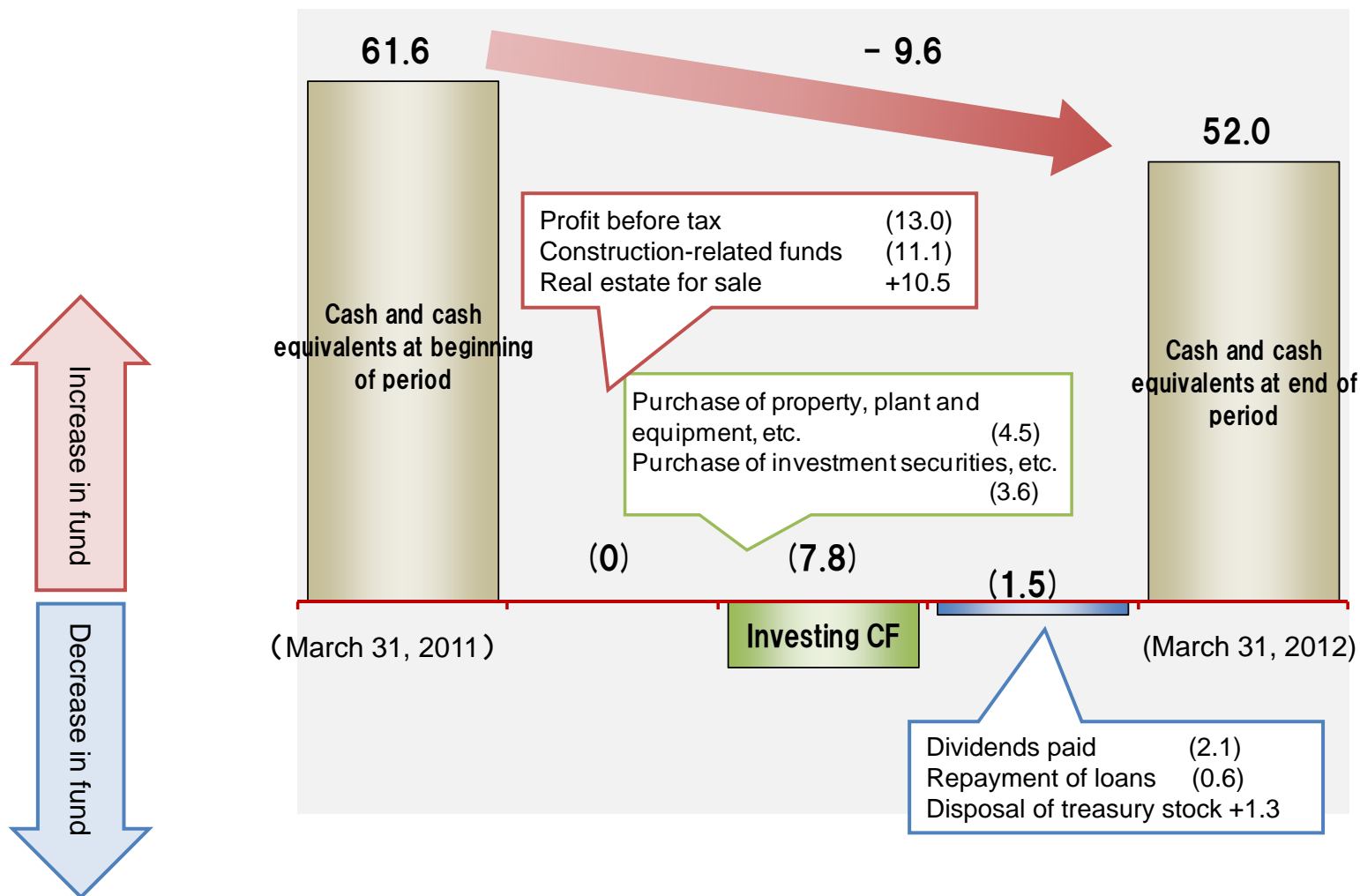
(Billions of yen)

Architectural construction Civil engineering



(Consolidated) Statement of cash flow TODA TODA CORPORATION

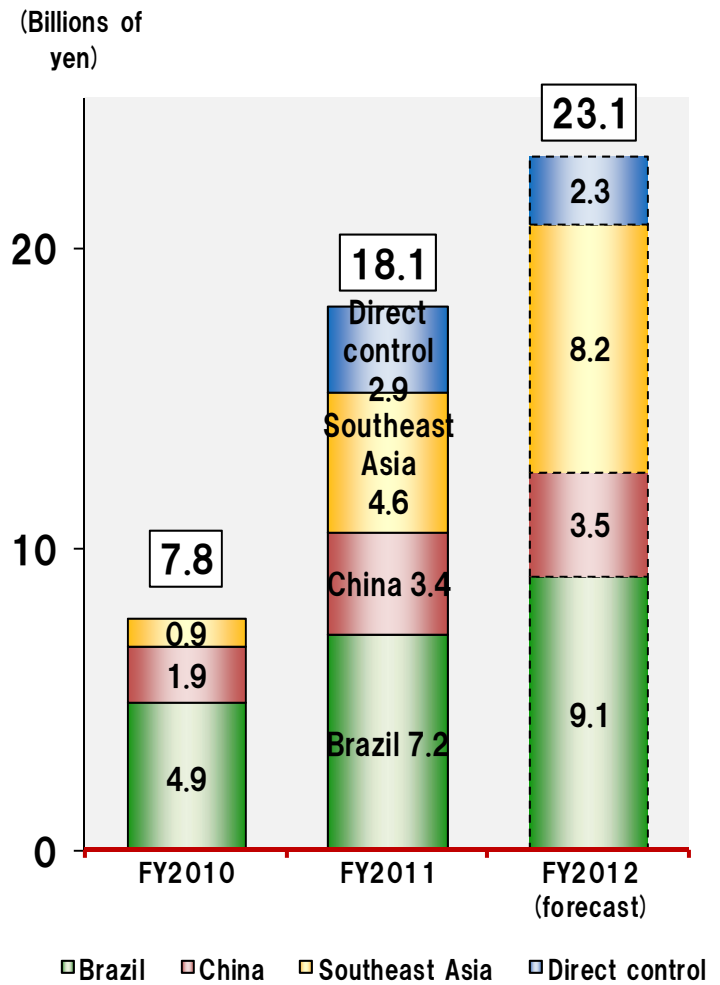
(Billions of yen)



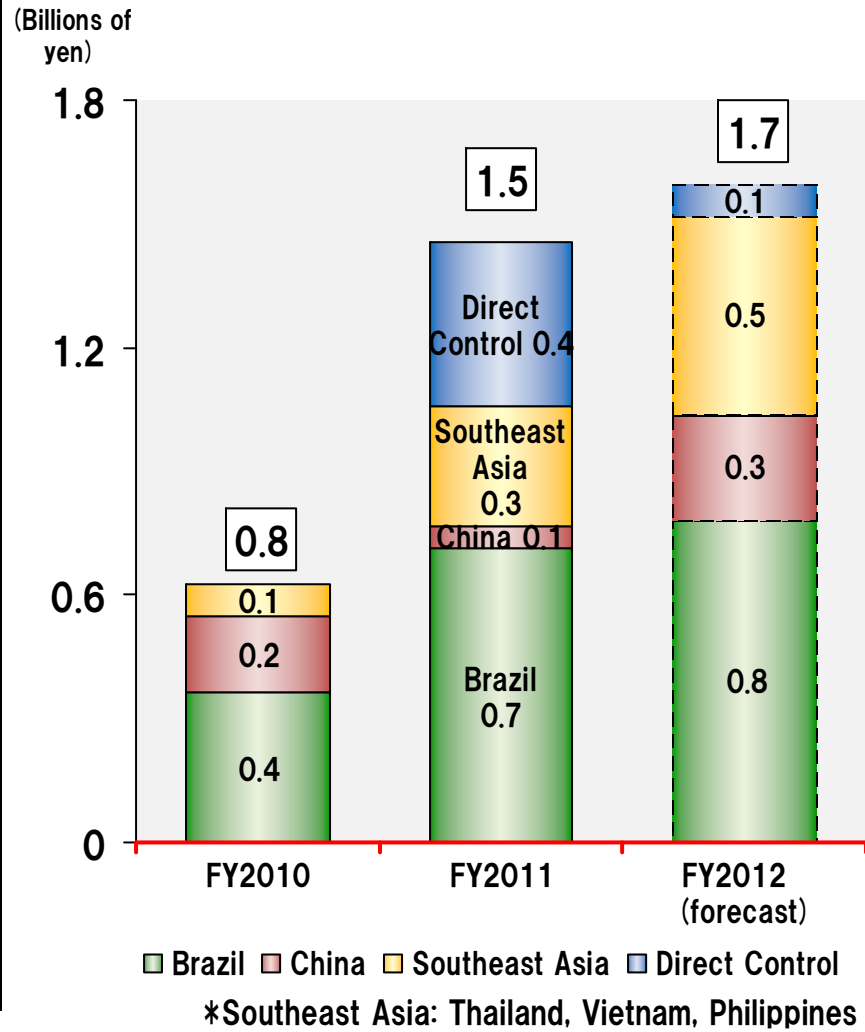
(Reference) Share Price and Other Indices

	FY2008	FY2009	FY2010	FY2011	FY2012 (forecast)
Share price (Yen)	303	337	329	278	230
Net assets per share (Yen)	563.76	617.42	602.35	537.53	537.53
Net income per share (Yen)	8.10	9.36	11.53	(64.28)	8.67
Price earning ratio (PER, times)	37.41	36.00	28.53	26.52	26.52
Price-book value ratio (PBR, times)	0.53	0.55	0.55	0.52	0.43

Overseas Net Sales



Overseas Gross Profit



1-2. Performance Forecasts

Performance Forecasts

Regarding the economic environment in coming years, we expect a modest recovery.

In the domestic market, we anticipate that the outlook for orders will remain tough despite growth in the construction of municipal government offices relating to post-earthquake restoration and reconstruction efforts and signs that the private sector is recovering.

In the fiscal year ending March 2013, we will make the utmost efforts to recover profitability, but still there are some concerns over a possibly worsening earnings environment caused by such negative factors as intensifying competition, power shortages and rising labor costs.

We will continue to monitor changes in business conditions and if any are expected to impact our performance, we will promptly disclose the relevant information in accordance with the “Rules for Timely Disclosure.”

Forecasts for FY2012 (Year Ending March 31, 2013)



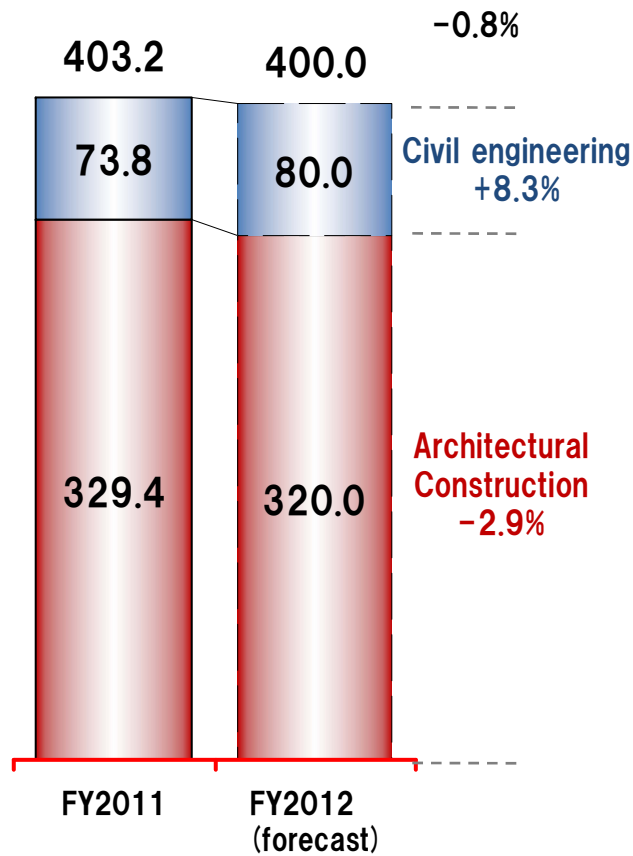
(Billions of yen)	FY2011	FY2012		
		Forecasts	Change (year on year)	
Consolidated net sales	489.3	477.8	-2.4%	-11.5
Operating income	(7.9)	4.1		+12.0
Ordinary income	(6.6)	5.2		+11.9
Net income	(19.8)	2.7		+22.5
Orders received (Non-consolidated)	403.2	400.0	-0.8%	(3.2)

(Non-consolidated) Forecasts of the Construction Business

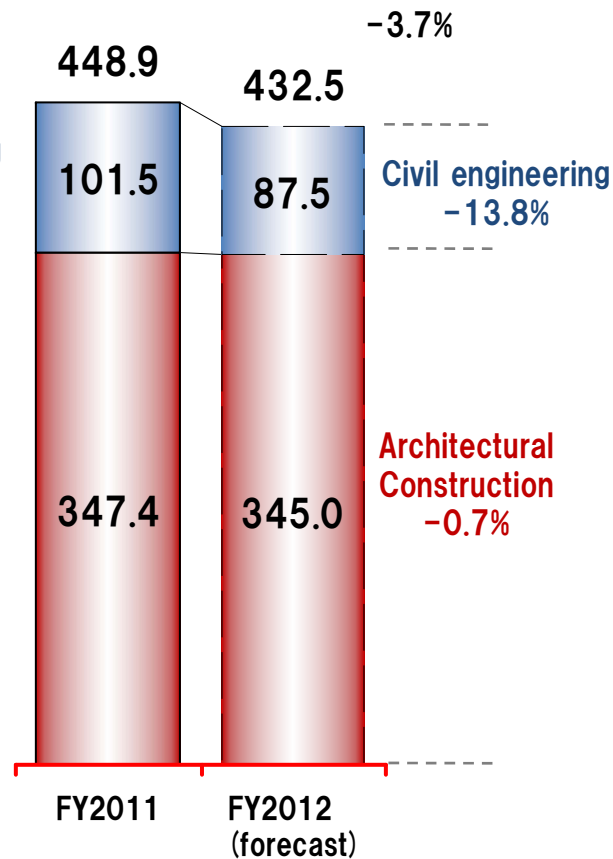


(Unit: Billions of yen)

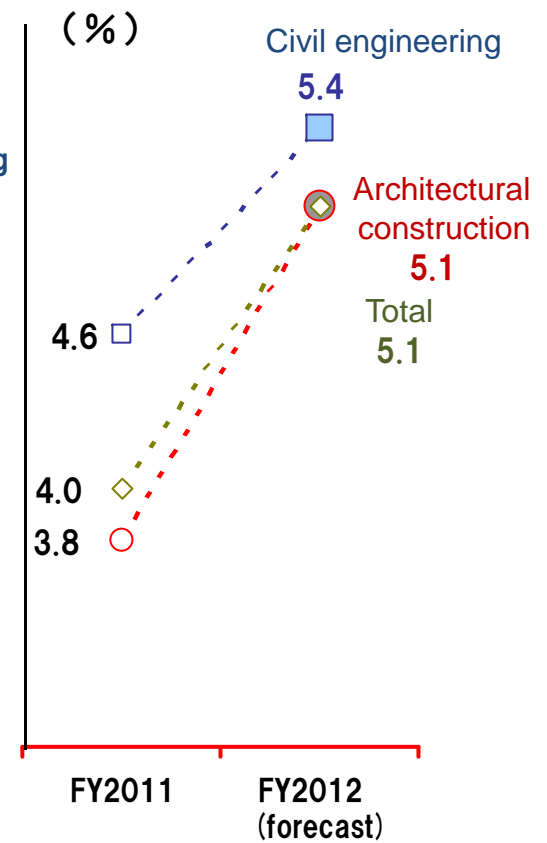
Orders Received for Construction



Net Sales of Completed Construction Contracts



Gross Profit Margin on Completed Construction Contracts

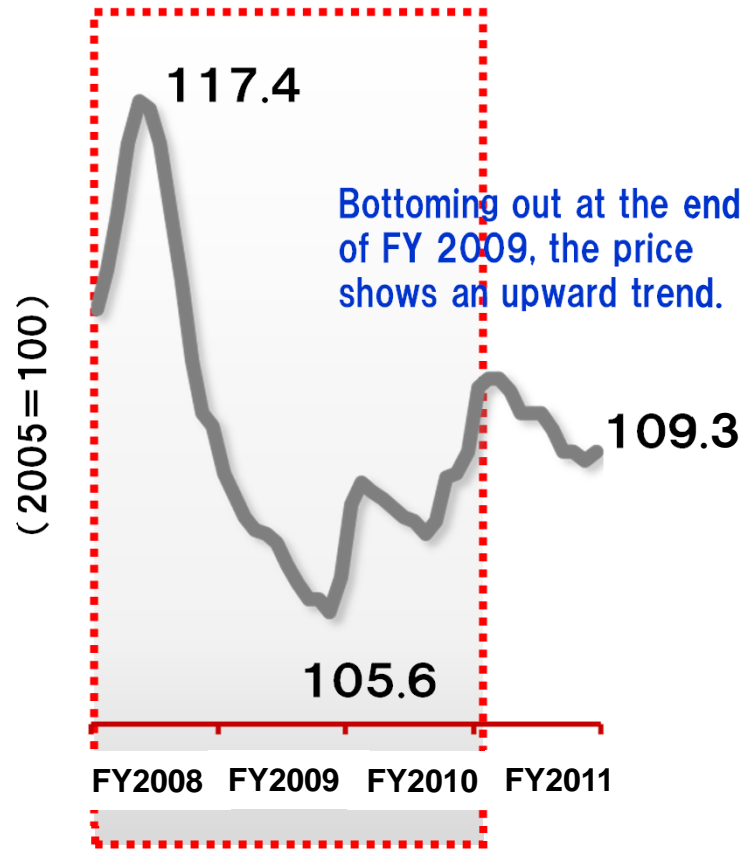


2. Medium-Term Management Plan

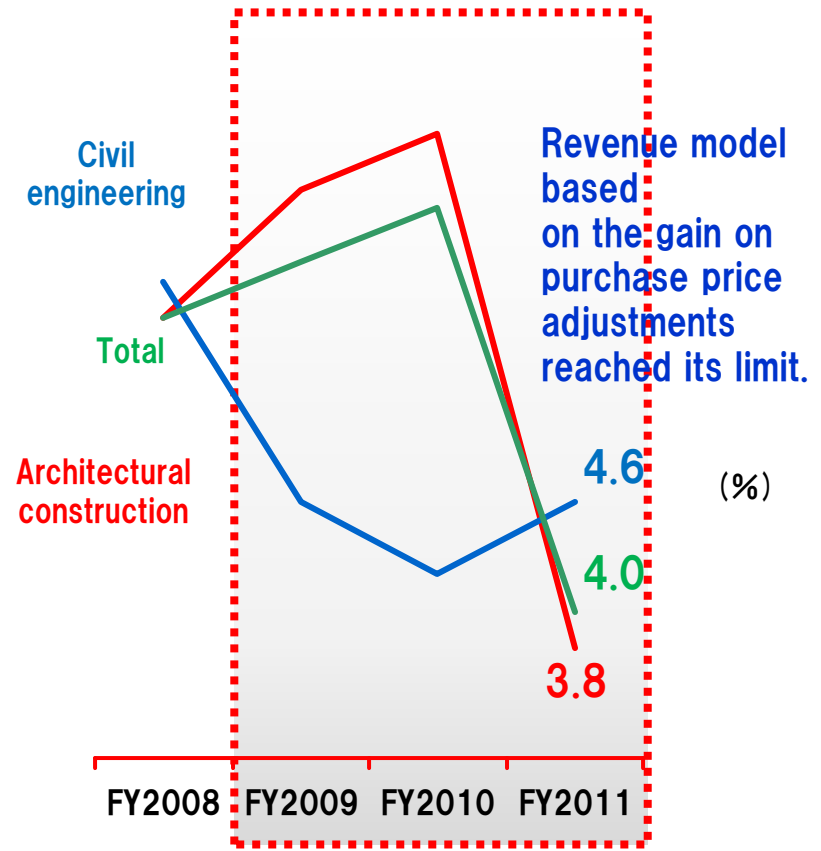
President Shunzo Inoue

2-1. Current Status and Our Challenges

Price of construction materials
 *Reference: Bank of Japan



Gross Profit Margin on Completed Construction Contracts (non-consolidated)



Principal Indices of the Former Medium-Term Management Plan TODA

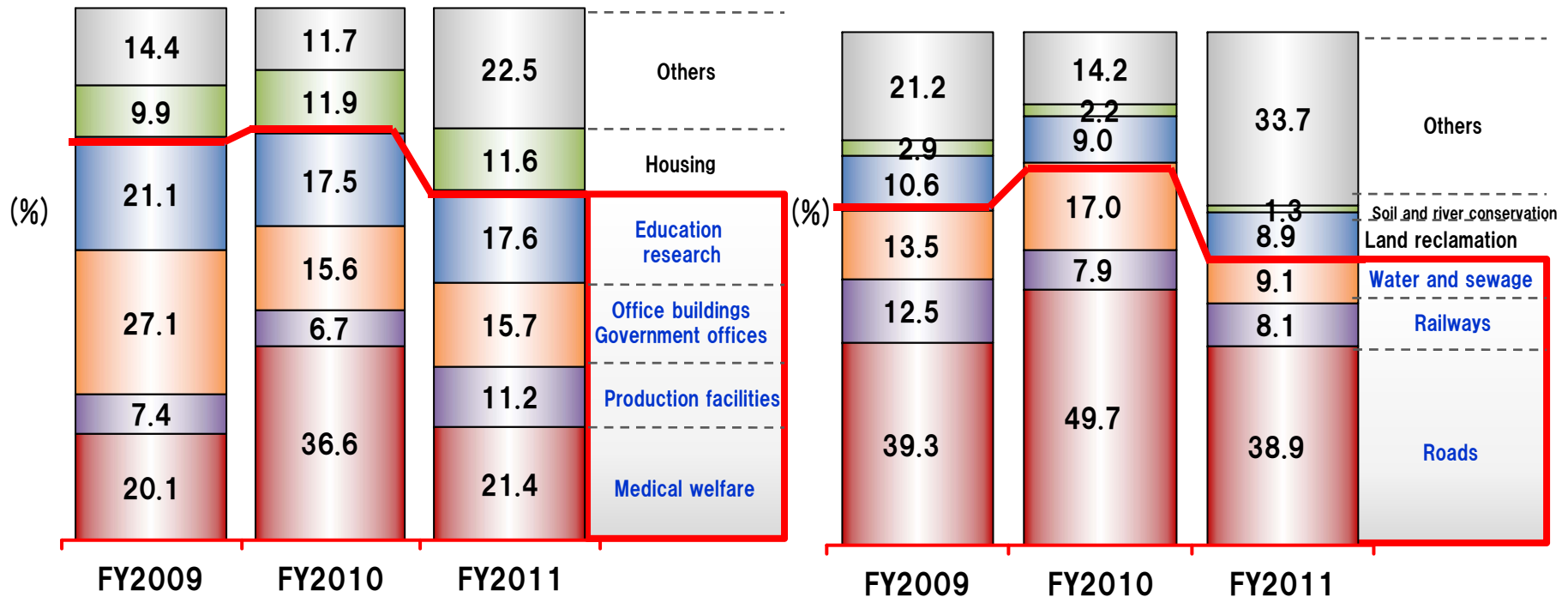
TODA CORPORATION

	Target (FY2011)	FY2008	FY2011
Ratio of renovations to completions	25%	15%	14%
Ratio of orders in the priority areas	70% (Architectural construction and civil engineering)	68%	64%
Overseas orders received (Consolidated)	¥20.0 billion	¥9.7 billion	¥21.5 billion
Real estate investment (cumulative total for the period of the plan)	¥23.0 billion + α	—	¥19.1 billion
Ratio of sales in the Tokyo metropolitan area	60%	51%	56%

Breakdown of Orders Received in the Priority Areas (Type of Construction Work)

Orders received for architectural construction

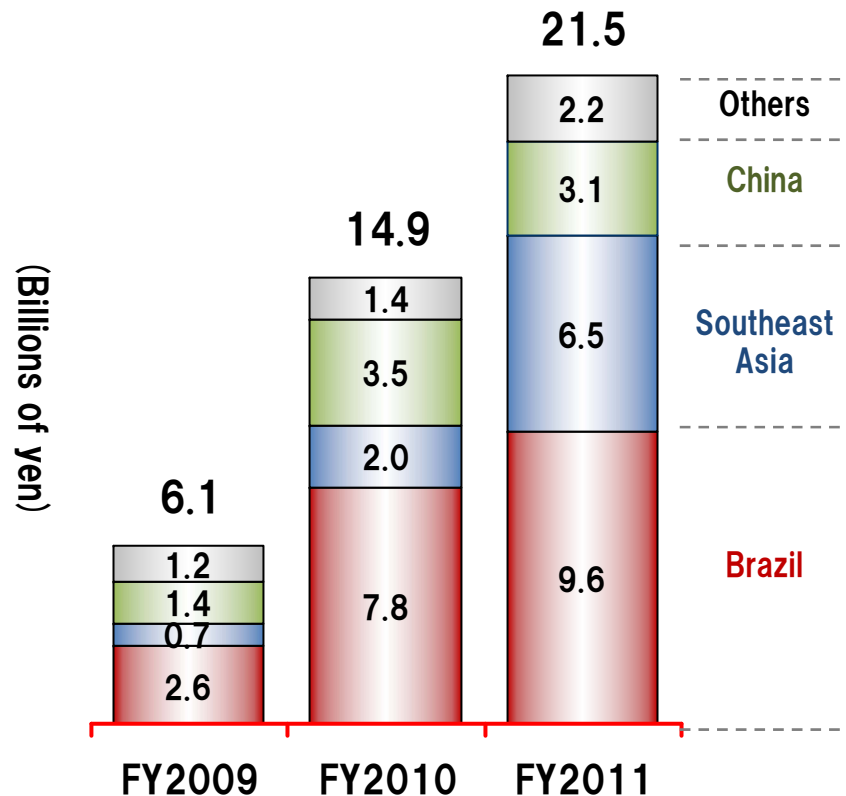
Orders received for civil engineering



The category “Others” grew in the FY2011 due to the orders received for large-scale distribution facilities and quake-disaster reconstruction-related work, etc.

Overseas orders received

Overseas order received (by Region)



The number of orders received grew steadily in Brazil and the Southeast Asia.

Achieved the target of ¥20.0 billion.

*Southeast Asia: Thailand, Vietnam, Philippines

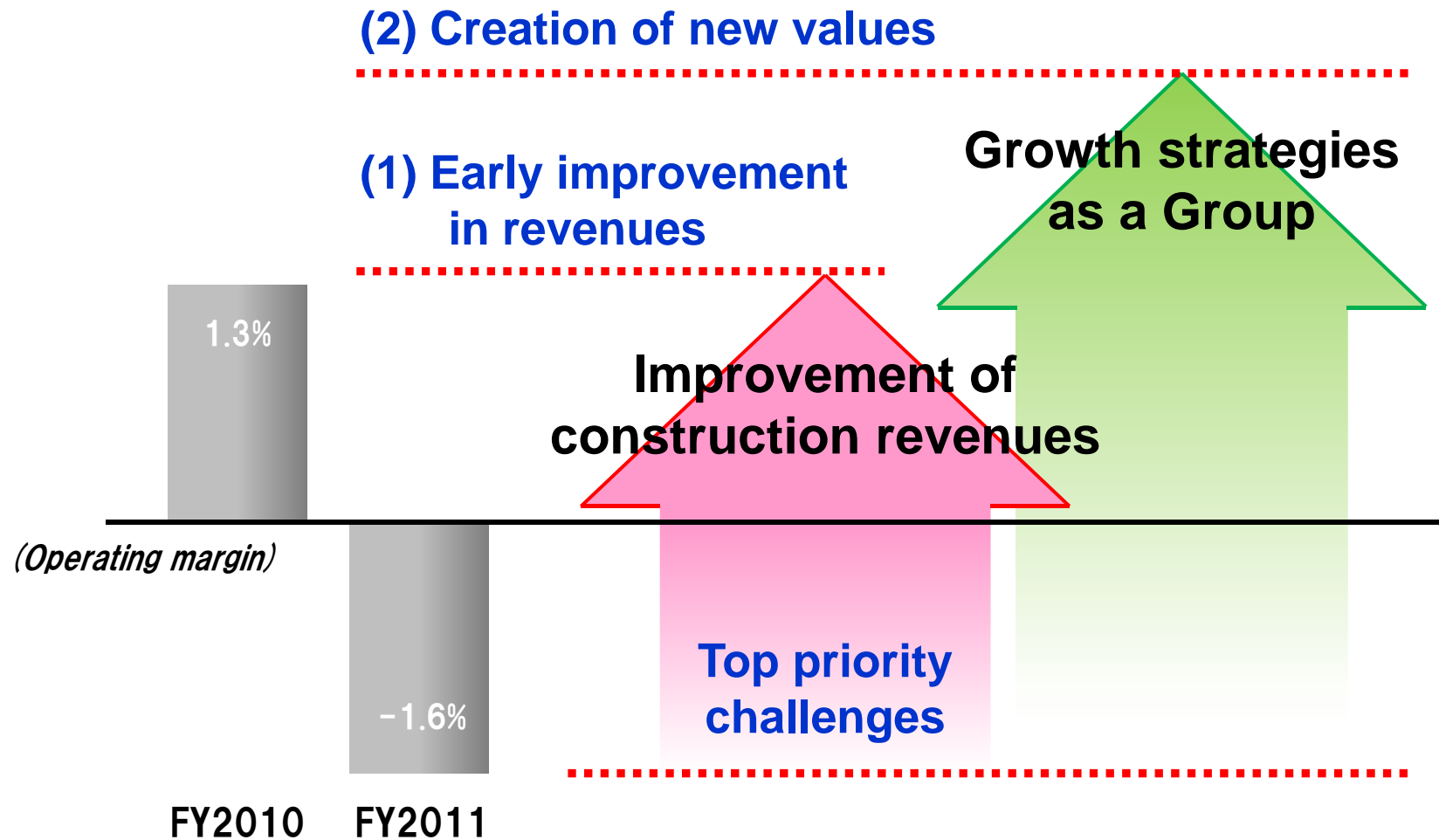
Problematic Issues

Slow reaction to environmental changes

Weakened capacity to formulate proposals and to negotiate for additional construction work

Stagnating innovation (slowdown in productivity growth, labor shortages, etc.)

Unclear growth scenario



2-2. Improvement of construction revenues

Review the whole process toward a target of 7% in gross profit margin on completed construction contracts

- **Scrutiny of projects and risk management together with Sales and Construction Departments**
- **Enhance technical proposals and comprehensive evaluation method; Strengthen priority areas**
- **Cost control: Streamline the purchasing function.**
- **Eliminate defects, rework and waste in the process of construction.**
- **Reduce total costs including SG&A expenses and non-operating expenses.**
- **Focus on reconstruction demand arising from the Great East Japan Earthquake.**

Towards the Restoration of Core Business

Enhance the selection of orders under the appropriate target.

(Billions of yen)

	FY2010		FY2011		FY2012
	Target	Result	Target	Result	Target
Architectural construction	340.0	362.3	370.0	329.4	320.0
Civil engineering	80.0	82.2	81.0	73.8	80.0
Total	420.0	444.5	451.0	403.2	400.0

2-3. Growth strategies as a Group

Social Challenges to be Resolved

"Stock-type"
society

Redevelopment
of infrastructure

Disaster
prevention

Globalization

Global
environmental
issues

Customer base of the Group

Total business capability beyond the framework of construction is required.

Creation by people. Created with people...

Create new answers

Give “Construction” a wider and deeper significance.
Seek the best results for our customers.

Growth target: Operating margin of 3% or higher

Three Challenges

**Comprehensive approach
to facility lifecycle**

Offering solutions throughout
the lifecycle of a facility

Ultimate operations

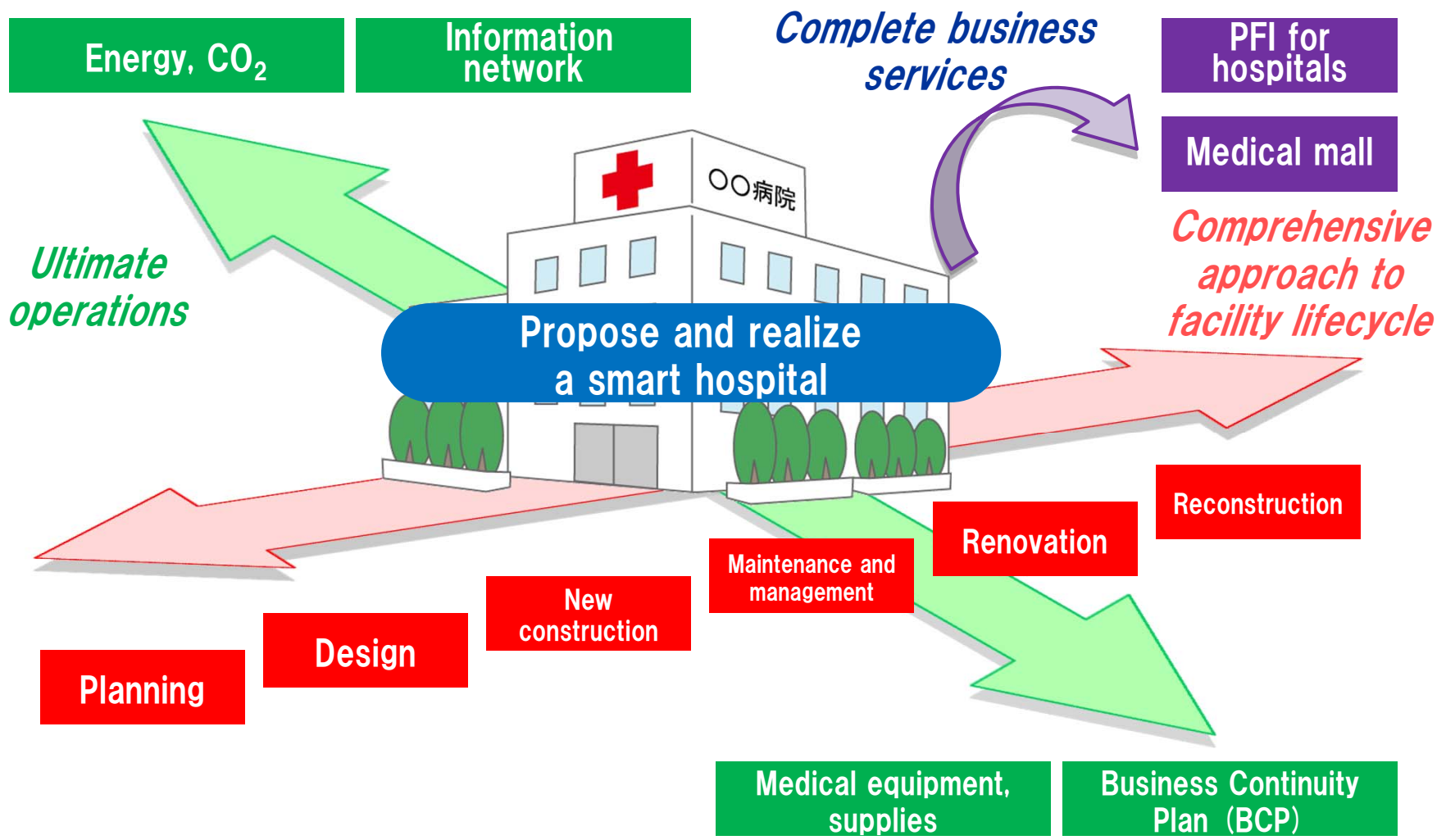
Excelling in both
construction and
production system

**Complete business
services**

Providing complete services
from business planning to
development

*Customers: Order placers and end-users

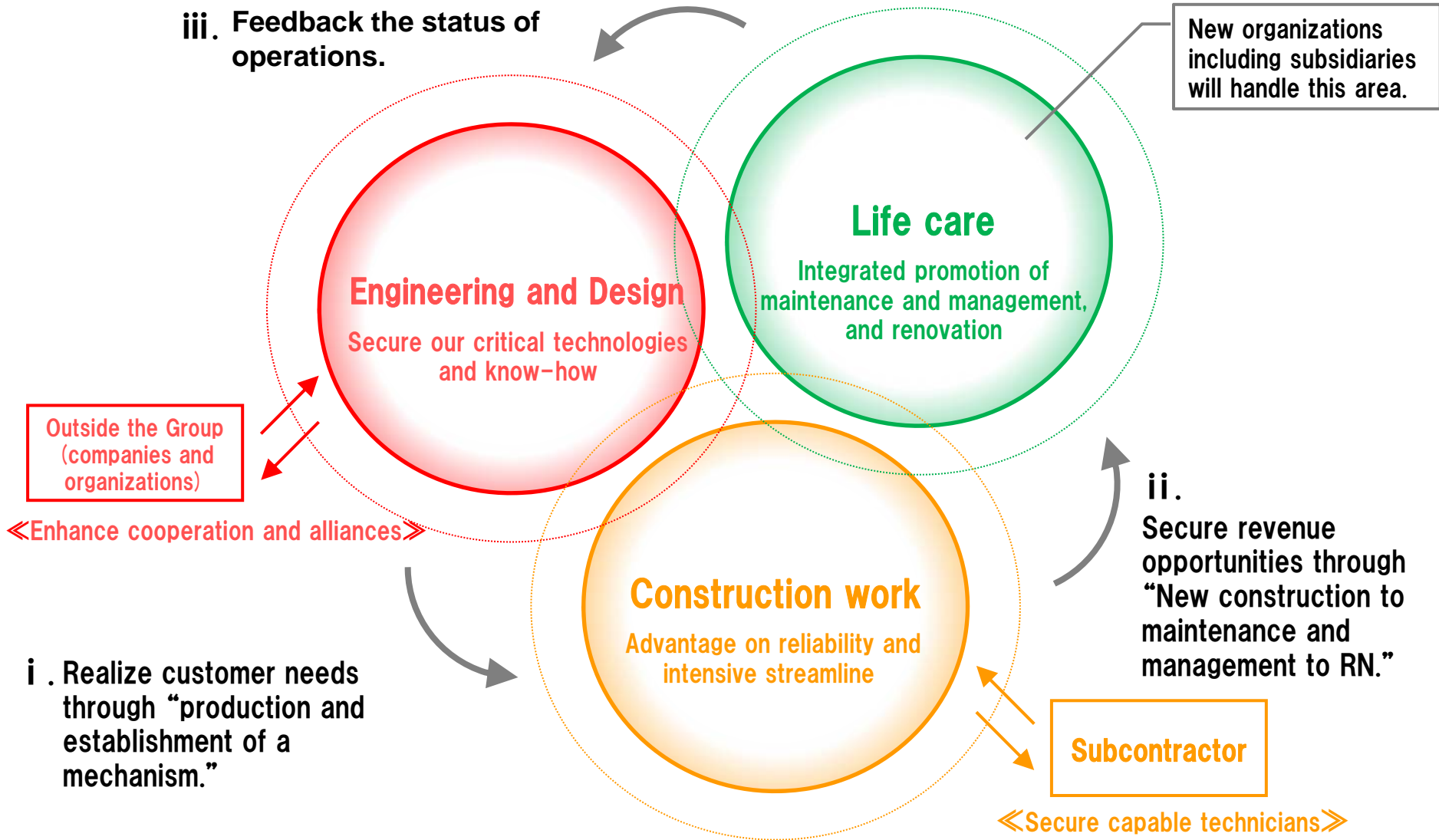
Actual Image of “Three Challenges” (Example: Hospital)



Forecast for the Next Three Years



(1) Renovate Business Processes



Shift from business model of “selling tailored items with no post-sale services”

Promote the securing of capable technicians.

Cooperate and enter alliances with companies and organizations outside the Group.

(2) Business areas requiring strategic development and enhancement

Overseas	Investment Business (Real estate, PFI, PPP)	Environment & Energy
<p>Target for FY2014</p> <p>Net sales outside Japan: ¥35.0 billion</p> <p>Medium- to Long-Term target:</p> <p>Net sales outside Japan: ¥50.0 billion</p>	<p>Target for FY2014</p> <p>Income from real estate, etc. ¥4.0 billion</p> <p>Medium- to Long-Term target:</p> <p>Income from real estate, etc. ¥5.0 billion</p>	<p>Improve contribution to construction orders</p> <p>Commercialize renewable energy</p>

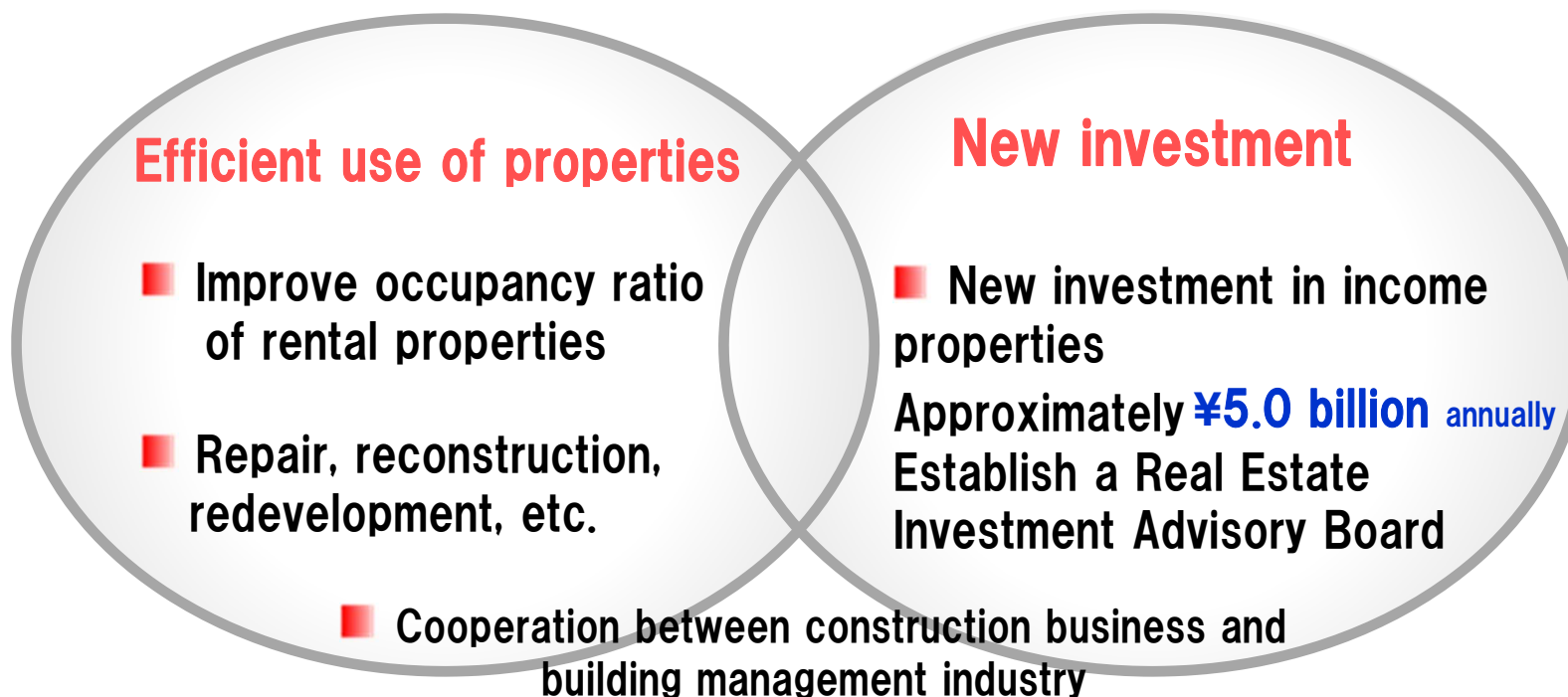
•FY2011: Approximately ¥18.0 billion * FY2011: Approximately ¥3.0 billion (excluding valuation losses)

Three-base system of Brazil, Southeast Asia + China and West Africa



*Southeast Asia: Thailand, Vietnam and the Philippines

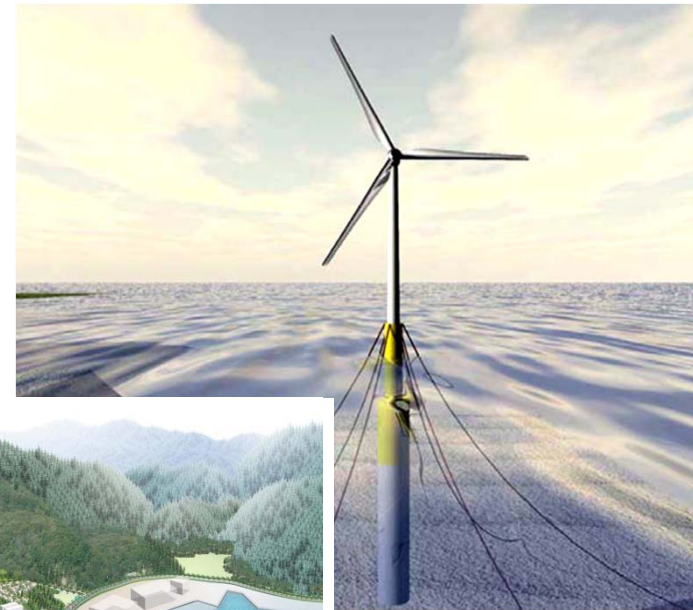
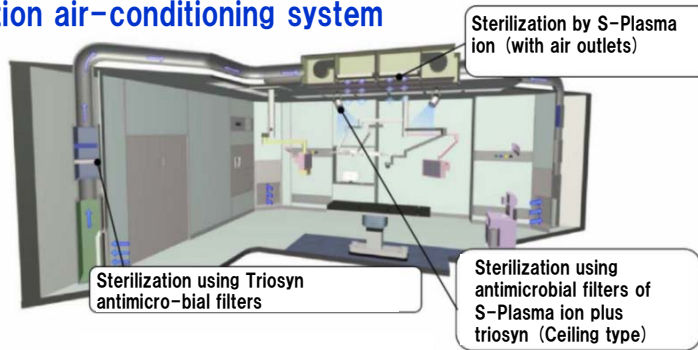
New investment of approximately ¥5.0 billion every year while utilizing properties efficiently



(Selloff and disposition)

Enhance cross-industrial collaboration and focus on renewable energy.

Sterile filtration air-conditioning system



Power generation by floating wind turbines

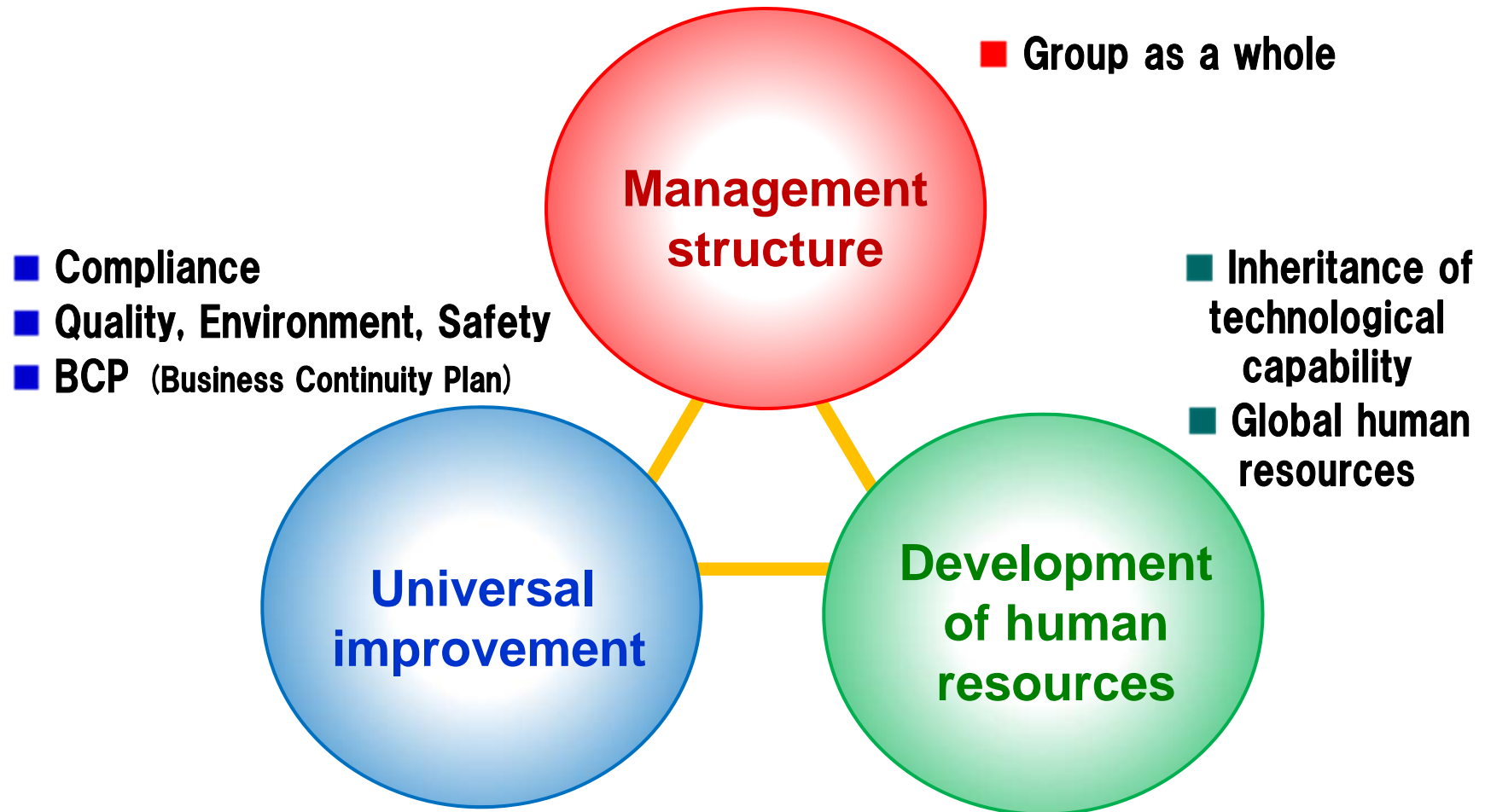


Task & Ambient Lighting technology



Environment-friendly city (Post-earthquake reconstruction)

(3) Strengthen management base



2-4. Performance Targets and Other

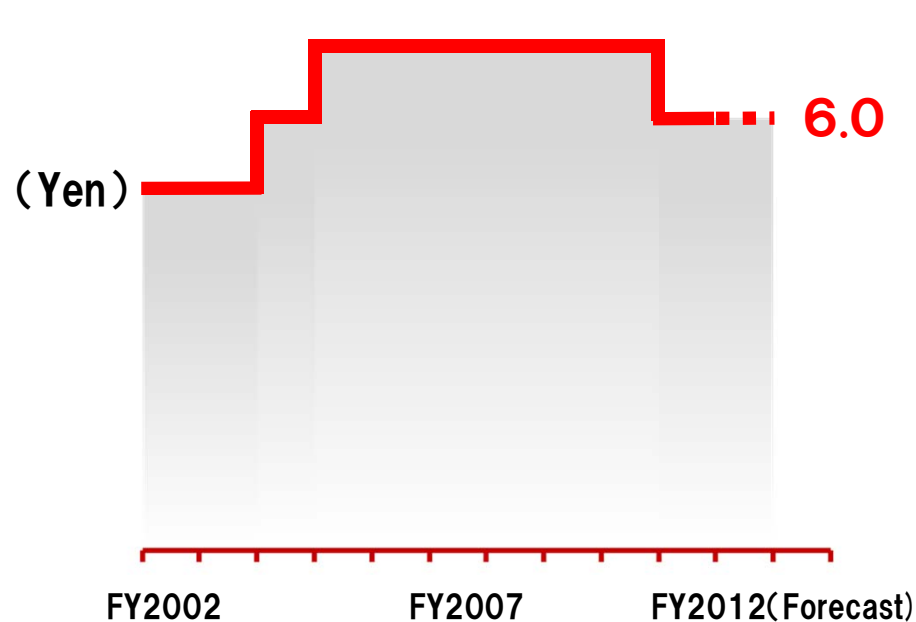
Performance Targets

(Billions of yen)

	FY2010 Result	FY2011 Result	FY2014 Target	Medium- to Long- Term Target Target
Consolidated net sales	452.4	489.3	500.0 more or less	—
Operating Income [ratio]	5.7 [1.3%]	(7.9) [-1.6%]	2.0% and higher	3.0% and higher

Policy of Profit Return to Shareholders

Dividend per share



Continuous and stable dividend payment

Consider appropriate dividends according to the profit growth.

Re-realize the importance of our Corporate Philosophy

